

Placemaking in the Nordics

a guide to co-creating safe
and attractive public spaces
in the Nordic region



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#NordicPlacemaking

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Foreword

**“First we shape cities – then they shape us.”
– Jan Gehl**

In a context of rapid urbanisation, where the need for creating sustainable and fair cities is at stake, addressing public spaces is fundamental. It entails producing quality public spaces that will ensure safe and enjoyable experiences for inhabitants in increasingly dense urban environments. It means questioning the way public spaces are produced, and protecting and using natural resources in order to build resilient cities. It's about ensuring equal access to commons, and enforcing the right to public urban amenities regardless of age, gender, income, or ethnicity. Public spaces have a role in shaping a good urban environment, but more importantly, they are also a democratic right for all citizens.

Placemaking and placemakers have for a long time acknowledged this dual relationship between people and places, and collected methods to nurture social life and people's wellbeing in urban spaces.

But, there are many conditions that challenge the

quality of public spaces in the Nordics today, as well as challenges for working with them. In addition to the cold and dark climate, a decreasing feeling of safety, mono-functional spaces, increasing segregation, and a loss of attractiveness of city-centres are just some of the struggles in the Nordics today.

Project Placemaking in the Nordics

To understand how placemaking could be applied in the Nordics, we launched the Placemaking in the Nordics project. It is a co-creation project initiated by Future Place Leadership, LINK arkitektur, and Stiftelsen Tryggare Sverige (Safer Sweden Foundation). Together with a total of 70 participants representing 18 municipalities, regions, real estate developers, tenant and property owners associations, from Finland, Norway, Sweden, and the Netherlands, we explored how placemaking can be applied successfully in the Nordics. The project ran for 10 months starting from Spring 2019 during which we analysed challenges, explored current placemaking projects, best prac-

tices and success factors, co-created and systematically compiled a toolkit, approaches, and guidelines for Nordic cities and regions.

Co-creation of a toolbox

This handbook is the result of these discussions and research engaged during the project. It provides a collection of tools and guidelines to work with public spaces in the Nordics, as well as a framework for carrying out placemaking processes. This document

and the richness of the project is due to the contributions of the 70 participants. We are grateful for their involvement and openness in sharing their experiences and tips with us.

The handbook provides tools for developing and maintaining existing public spaces with a focus on Nordic conditions. It can be used by different stakeholders, from municipal planners to street managers and from local housing associations to real-estate developers, in the Nordic countries who works with public spaces and related issues.



Placemaking in the Nordics, Workshop 1 at Link Arkitektur, Stockholm.

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1 What is placemaking?

“Placemaking is about turning a place from somewhere you can’t wait to go through to somewhere you never want to leave.” – Fred Kent, Founder of Project for Public Spaces

Placemaking creates sustainable and attractive urban environments by focusing on the people that inhabit them. Through community engagement and a collaborative process, it fosters long-term relationships between actors to transform and sustain public spaces.

The concept was developed in the 1970s in the context of infrastructure-oriented and top-down city planning. In opposition, inspirational and key figures in the placemaking movement such as the urban activist Jane Jacobs, sociologist William H. Whyte, founder of Project for Public Spaces (PPS) Fred Kent, and Danish architect Jan Gehl advocated the need for more diversity, meeting places, and walkability. They were calling on city planners and politicians to address city-planning by looking at the human scale and acknowledge the value of public spaces for com-

munities. More importantly, they wanted to put urbanism back at the centre of democratic processes. As Jane Jacobs aptly puts it: “Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.”

Today, different methodologies can be gathered under the placemaking umbrella. **The placemaking methodologies consist of tools to study urban life and how people experience urban environments, as well as guidelines on how to create attractive public places by putting the emphasis on experimental approaches.** It also investigates how urban spaces are produced, emphasizing open processes, bottom-up initiatives, and collaboration between stakeholders.

Placemaking practices have now crystallised in global and regional movements such as PlacemakingX¹ and Placemaking Europe².

1. www.placemakingx.org
2. www.placemaking-europe.eu

Case: Bryant Park, New York City

Bryant Park is an iconic placemaking example. Situated in the heart of Manhattan, the park had a negative reputation and was perceived as unsafe. In the 1990s, it was progressively redesigned following William H. Whyte's recommendations allowing more visibility, a vari-

ety of activities, and seating possibilities. A privately funded management entity, the Bryant Park Corporation, was also founded in order to steer the Park's redevelopment and organisation of temporary activities.



Bryant Park, photo by Marcus Andersson

2 Placemaking in a Nordic context

Placemaking relates in different ways to the state of urban and rural development in the Nordic countries, stressing specific challenges while helping to formulate solutions.

The Nordic region faces three main challenges of relevance for placemaking: a polarising urbanisation, rising social inequalities, and the environmental crisis (See Figure 1). Besides, working with placemaking in the Nordics also implies investigating how placemaking as a method can be applied in the region. We found two main challenges typical to public spaces in the Nordics:

1. **Achieving critical mass** because of the low population density in the Nordics. This is especially relevant in suburbs and small towns. A sub-category to this is how to work with placemaking in rural areas where the population density is too low to achieve critical mass even under normal circumstances.
2. **Populating outdoor spaces during the long and dark cold season.** The harshness of the winter can hinder people from spending time outdoor. Winter placemaking focuses on searching the conditions for allowing people to enjoy public spaces

during the winter months and what is necessary to maintain them.

In addition, participants shared challenges linked to the **placemaking process**, in particular, collaboration: How to work across silos?

How to go from a defined ambition to action?
How to engage stakeholders in taking ownership of a project and finding the right collaboration models in the longer term?

How can cities meet the needs of growing urban populations and address quality of life in denser urban environments? How can rural and small places remain attractive and maintain a good quality of life, services, and diversity?

How to work with integration, equal accessibility to opportunities offered by cities, and anticipate patterns of gentrification?

How can placemaking constitute a sustainable urban development strategy, integrate green solutions, and contribute to reducing cities' CO2 emissions?

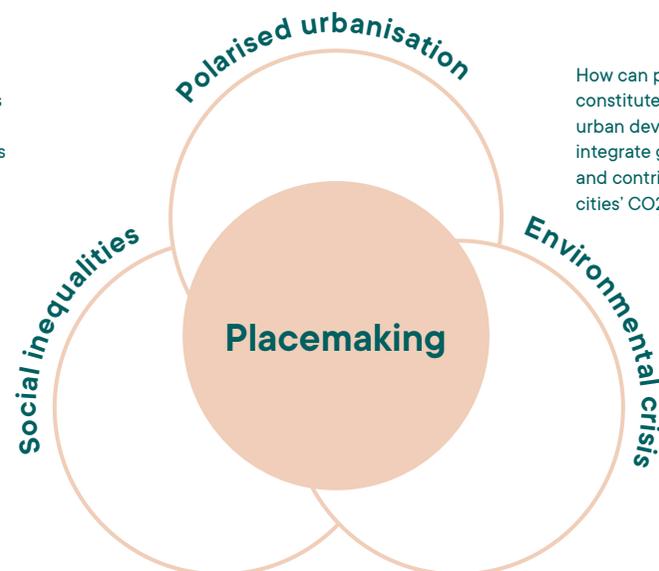


Figure 1: Placemaking in relation to three Nordic challenges³

³ This classification is inspired by discussions with participants as well as recommendations from the Nordic Council of Ministers. In "Planning Nordic City Regions: challenges and opportunities", the Nordic Centre for Spatial development identifies 3 challenges: urban forms and issues involving urban qualities and identification, social inclusion and segregation, and innovative forms of governance.

3 Placemaking in the Nordics: an innovation and co-creation project

Creating attractive places

Making places more attractive is a central focus for placemaking. It creates the conditions for people to go and **to stay** in a public space, thus making them more lively and inclusive. **Attractive places** can be measured by counting people, analysing their behaviours, the length of their stay, as well as socio-demographic data. Our project has investigated conditions to turn a place into “something we never want to leave”⁴, with a special focus on Nordic conditions.

Target groups, and the question “attractive to whom” constitute another dimension. This can be discussed in particular with regards to issues of *inclusiveness*: **should a place be attractive to everyone and what are the consequences of creating attractive places?**

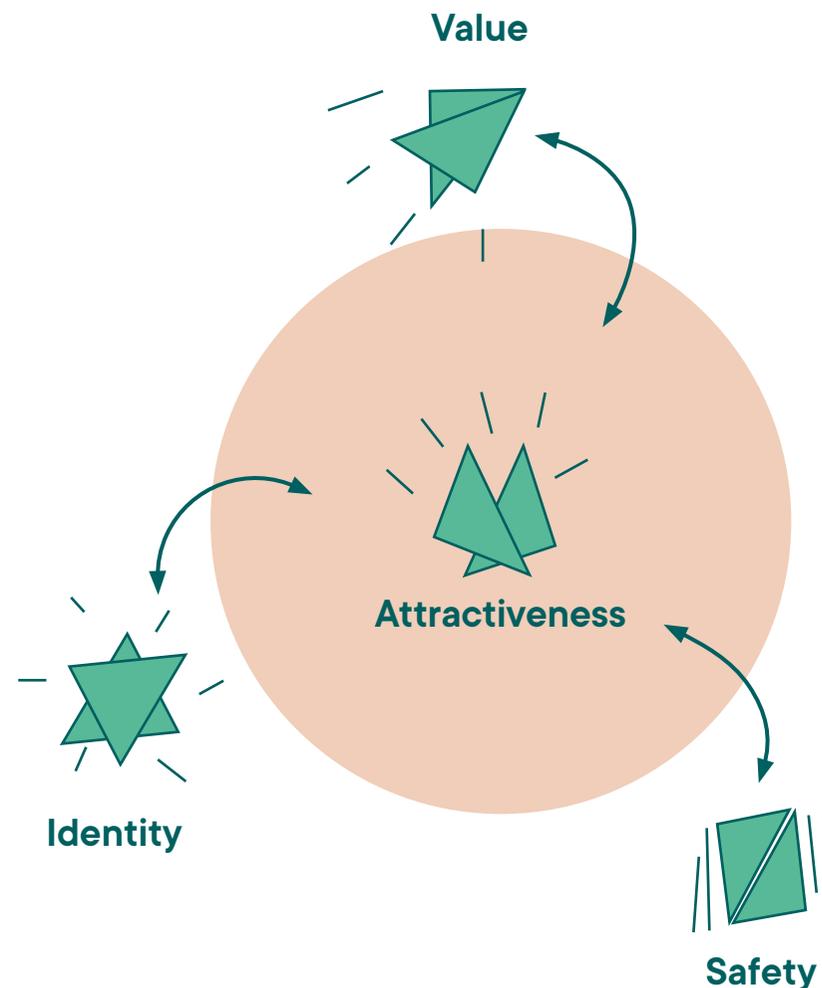
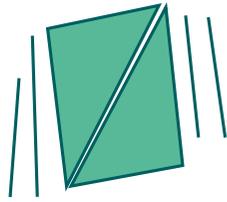


Figure 2: Attractiveness model

Three aspects that are important for making places attractive to all stakeholders stand out: safety, identity, and value.



Safety

Safety is one of our most basic needs. Crime and disorder are the most obvious events affecting every user of a place, and they don't happen randomly in time and space. But safety is also highly dependent on each person's own perception, individual experiences, background, trust, and physical state. Feelings of safety are a subjective projection of a complex analysis of what we know, we have heard, and we perceive at that specific place, at that specific time, in that specific situation.

Working with the physical and symbolic aspects of a place can influence people's experience of a given public space and whether it is attractive or not. In return, an attractive place and the presence of people also affects the feeling of safety.



Identity

Place identity is how people feel about the place they live in, a summary of existing social interactions, attachments, stories and history that link people to one another and to places. They always pre-exist any urban intervention. It is about what makes it special for its residents and users. The branding of a place must always be a derivative of the identity of the place.

Place image is the flip side of the coin. It consists of the perceptions of the place by others. These can be very subjective and are constructed by representations. External perceptions can sometimes be conflicting with internal perceptions of a place, and placemaking has to juggle with both.



Value

Everybody has to gain from good public places. They generate social, cultural, and financial value for people. There are examples all over the world of how different placemaking processes have made it possible to create such value. Temporary urbanism and occupation of vacant spaces, for instance, increases the monetary value of land for property owners, offsetting associated costs with maintaining an empty lot and transforming perceptions of these places. But it also creates opportunities for different actors to engage and generate meaningful projects for their area, intensifying socialisation, and opportunities.

Case: Aker Brygge, Oslo

Aker Brygge illustrates how a successful re-generation of urban spaces can attract people and entice them to stay. “Stranden” is the first of a multi-stage redevelopment known as Aker Brygge in Oslo. It is part of a greater effort to reinvigorate Oslo’s post-industrial waterfront by creating a 12 km long publicly accessible waterfront promenade, connecting the city’s east and west sides.

The urban concept focuses on creating a city floor that continues into the buildings

with seamless shopping streets flowing from outside to inside, creating a holistic experience of “Street-shopping.” In addition, the street furniture cultivate and celebrate the role of social interactions in the public realm through diverse and flexible use. It is now possible to sit, lie, eat, read, chat, or stroll quietly while taking a walk in the magnificent fjord landscape.

Aker Brygge has become a very mixed pedestrian area. It is connected to the rest of

the city, and thus accessible by foot, bicycle, public transport or car. People work, shop, and live there, there is public furniture with different functions alongside private furniture and restaurants. All of this attracts different kinds of people at different times, making the place more lively. The absence of cars contributes to safety.

Source: Andreas Lebisch, Case study: What makes a good Place in Placemaking in the Nordics, 2019



People relaxing on Aker Brygge in Oslo, Norway – Photo by Tomasz Majewski

4 A guide to the handbook

Purposes

This handbook is a **practical guide** with the objective to help placemakers get started, mobilise, and manage efforts in the longer term. It presents insights, experiences, and methods uncovered during the Placemaking in the Nordics project.

We highlight here what we think are the main components when working with public spaces. Following placemaking principles, we advocate for open processes that **give equal importance to people-oriented place design and participatory city-making.**

Finally, it's an **invitation** to continue the conversation with everyone interested in working and improving public spaces. We hope the collaboration initiated during the project will prosper and spread, so we can collectively continue to share knowledge and lead reflection about Nordic public spaces.

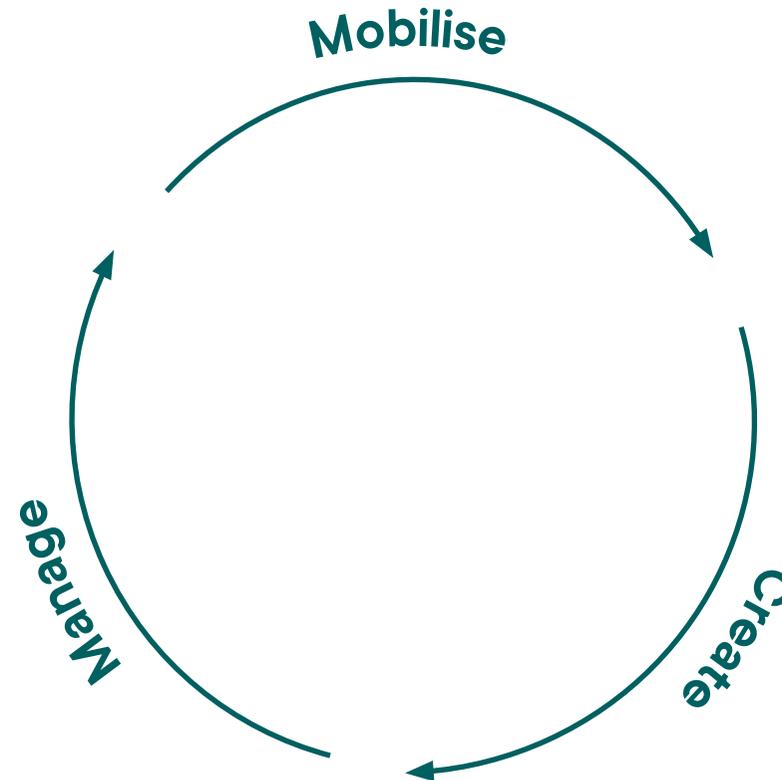


Figure 3: Nordic placemaking framework

About the handbook: The framework at the core of this handbook focuses on placemaking as a process, a succession of different projects and actions

which contribute, in the end, to manage a place in the long-term.

The handbook is built on the following structure:

Iteration

Iteration is a key concept for placemaking, and this handbook, as it grasps the unfinished character of a place. It suggests working with experimentation and evaluation as part of the long-term management of a place.



Mobilise – Getting started and gathering forces for your placemaking project

The second chapter focuses on mobilising resources. It provides insights on how to engage stakeholders to analyse the state of a place, and plan a project together. It results in a place vision that feeds the creation process.



Create – Programming and designing for Nordic public spaces

The third chapter consists of guidelines on how to create “good public spaces” in the Nordics. It presents various examples and illustrations, as well as tips and tools from design, architecture, and programming to create spaces people want to stay in.



Manage – Managing places in the long-term

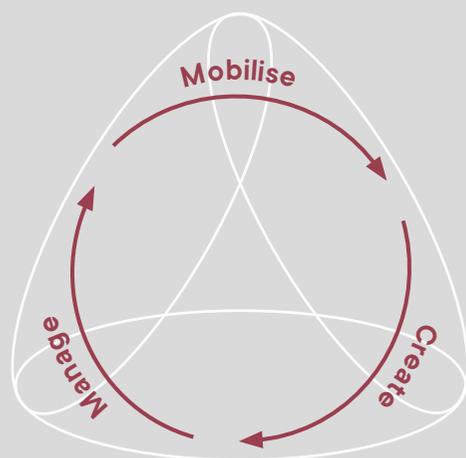
The last chapter will focus on how to manage places and the placemaking process in the long-term, building on the first results and scaling up. It explores different models of governance, and how to lead evaluation, marketing, communication for people and organisations.

5 Iteration

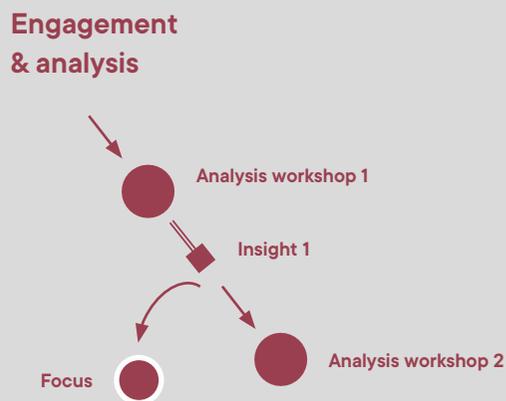
Why is iteration important for placemaking? Iteration is a concept often used in design thinking and user-centred design to describe the process of prototyping and repeatedly testing a solution until satisfied. We see it as a key concept for placemaking, not only because the model developed similarly puts an emphasis on experimentation, but because the shift from a project to a process-focused approach requires to, on the one hand, manage a succession of temporary projects, and on the other, continuously adapt to evolving conditions. Such conditions include

the needs of a population, macro and micro trends (economic, societal, demographic), or framework conditions such as political, economic, or regulatory.

In other words implementing placemaking as an iterative process means evolving in a framework where **not everything is set, or decided from the very beginning**. Instead, processes and methods will be continuously evolving to accommodate new insights. Unlike design thinking, however, the goal here is not solely to improve the outcome, but rather to build a learning process that drives change.

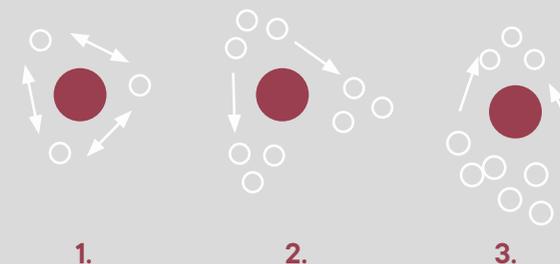


Iteration within the Nordic placemaking model: intersections between phases



Analysis activities can lead to engagement of specific groups

Management of temporary projects



The development of temporary projects in a place can lead to iterate and reframe the governance model

Iteration can take place at different levels in the placemaking journey, and therefore have different implications in terms of the methods and actions required.

Interdependent actions

The steps and actions described in the following chapters of this handbook are not isolated from each other, but rather take place simultaneously. It is the case for instance in engagement and analysis actions (Chapter 2), or governance and temporary projects (Chapters 3, and 4). This results in specific readjustments: targeted engagement to uncover a specific issues through focus group (Figure 2), or adapting the governance framework to different temporary projects (Figure 3).

Tip: Flexibility: Consequently, the process and the method should be flexible and ready to accommodate changes along the way.

Testing an idea

Iteration is important for experimentation, testing, and evaluating an idea. Chapter 3 describes the role of temporality and the use of prototypes. In particular, the Jubilee Park case shows how building prototypes allows the testing of functions, while also renewing a sense of ownership. As prototyping often refers to the design of products, the methodology

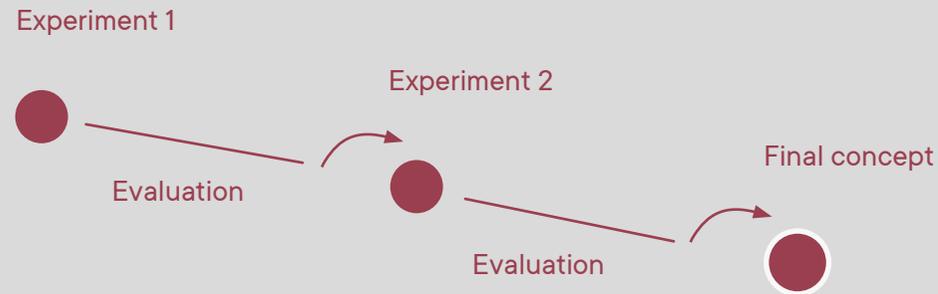


Figure 5: Experimentation and Iteration

can also be applied to services, or governance models.

Tip: Systematic monitoring: Set up a monitoring system to evaluate experimentations taking into account participant's experience and outcomes. See the section on Measuring change in Manage (Chapter 4).

At a process level, scaling up and building in complexity

Placemaking is not straightforward and the strategic process described in this handbook might not be implementable from the very beginning. In reality, the process resembles more of a blend of different projects, trials, and errors, and you will go around the “wheel” (the model) several times. In order to explain

how we have conceived this model and this handbook, the following figure shows how different placemaking activities contribute to the process.

Iteration 1: A community event allowing you to informally start discussions with stakeholders, get an impression of the place and its values, and transforming it by being there.

Iteration 2: Quick wins are easily actionable projects, that can entail anything from “fixing” furniture to supporting a local actors' initiative. It requires knowing stakeholders and their view / or idea of the place (mobilise), analyse them through the lens of the values of the place and potential calendar (vision), implement it (create), and set the right project management team to lead it.

Iteration 3: Long-term management actions is about orchestrating the placemaking process (dialogue, multi-stakeholder partnerships, projects). It entails organising recurrent participatory place analysis to measure outcomes, as well as the evolution of needs, embedding the vision in the strategic framework of the organisation, orchestrating implementation of differ-

ent actions and projects, and setting a governance framework.

These iterations have two main implications for the methods: it means implementing a monitoring process that allows to systematically and collectively follow-up on measures and guide further decisions. In addition, the methods and governance model needs to be

flexible enough to integrate lessons and while leading iteration. This is shown in the following case.

Tip: Building relationships and achieving a “strategic” placemaking level can take time, starting with temporary or pilot projects can support further development.

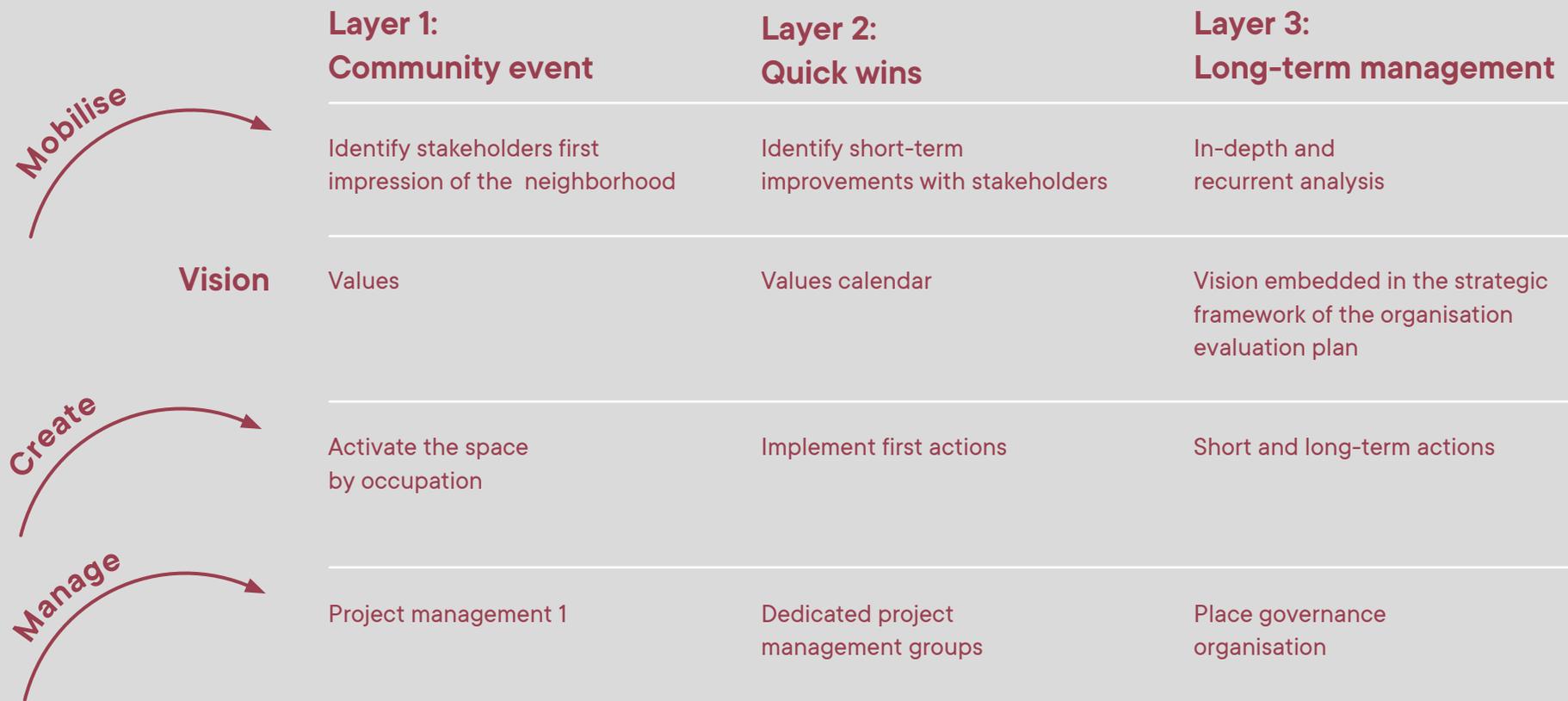


Figure 6: Iteration: examples of different layers of placemaking.

Case: A comparison between the Project for Public Spaces's model and the process in Tøyen Torg

Tøyen Torgs is looked upon as a successful placemaking example and is often referred to in the placemaking discourse in Norway. Tøyen is a diverse and dynamic district in central-eastern Oslo, with a little more than 8000 inhabitants. It has seen over the past decades a series of directed and organic developments. The gentrification it has undergone is comparable to developments in smaller towns and municipalities. The placemaking process started in 2010 with a local initiative to reclaim what was then Tøyen Senter, - a city space rife with crime and related activities - through the organisation of Christmas celebrations which demonstrated commitment of local inhabitants and actors to improve the space. Continuous local initiatives and involvement, and a multitude of iterations and sub-processes were carried out simultaneously.

As shown by the figure 7, many of the stages coincide, overlap, and integrate, supporting an iterative or cyclical process perspective for placemaking. The success of Tøyen Torg lies in the integration of various processes and approaches in the same initiatives, and a competent effort to connect and align them, as well as clear communication about the process.

Another important success factor was the time dedicated to **dialogue between the changing group of stakeholders and interested parties, and the municipality as an implementing actor**. When starting a new placemaking process you have imperfect and insufficient information to make the best possible choices. This is still true after your first dialog workshops and experiments, and the first version of the place vision. The first iteration will not answer all your questions or provide oversight over the questions that you need answered, but hopefully provide you with the indications and hypotheses you need to begin experimenting purposefully with direction. It is through continued experimentation, learning, and improvement that places change in character and develop new identities. In light of this understanding, placemaking should not be considered a type of project, but a process.

In the case of Tøyen, not only has placemaking been retained on the agenda for close to a decade, with recurring iterations of experimentation and updated visions, but new stakeholders have been duly invited, and new roles for managing the continuing process have been established.

This allowed the development of new identification and place identity rooted in Tøyen's existing identity, and enhanced and expanded through interventions and programming of the square. Interestingly, Tøyen has become a brand both in a commercial sense (Tøyen Cola), and an adjective used to characterize places, people, and things that carry with them a Tøyen-esque quality.

The Tøyen case shows the reality of placemaking: a process that is not linear but is made up of different projects, and experiments. It shows the necessity for placemakers to identify and understand how different steps can interact, and how to manage iteration between each one of them.

Source: Marianne Lucie Skuncke, Mini case: The example of Tøyen Torg, Placemaking in the Nordics, 2019

The placemaking process

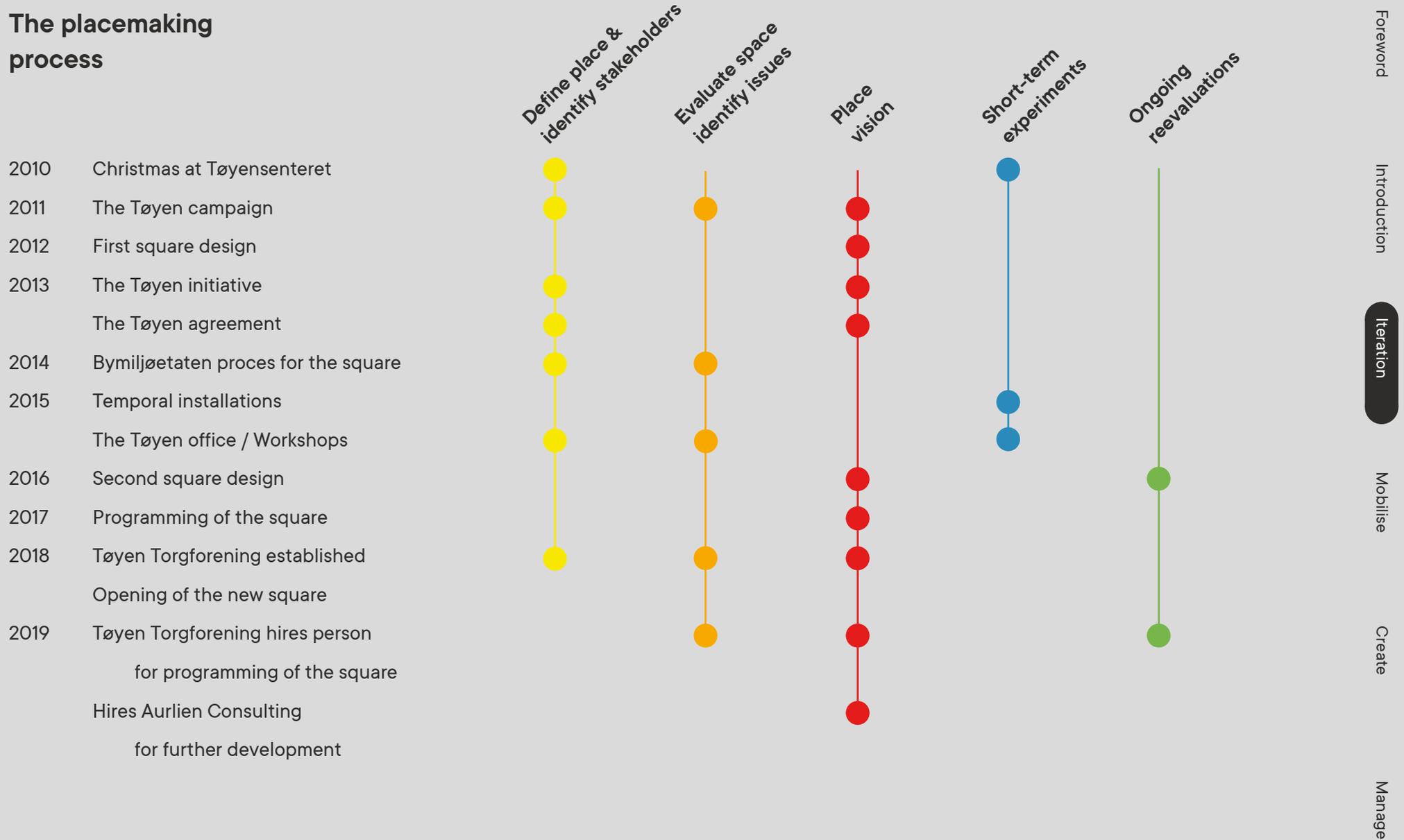


Figure 7: The placemaking process in Tøyen torg, Marianne Lucie Skuncke

Mobilise

How to get started and gather forces for your placemaking project?

1 Engaging stakeholders

Case: Stakeholder management
Åmål, Sweden

Case: Revitalisation of Regent Park,
Toronto, Canada

2 Place analysis

Case: Feminist urban planning

Tool: Tools for collective analysis

3 Place vision

Tool: Future-proofing for placemaking:
the scenario game

Case: From planning intentions to place-led innovations
and place leadership: A stakeholder collaboration
perspective in Arendal, Norway

1 Engaging stakeholders

Mobilising resources and the creativity of stakeholders is the foundation for any placemaking work.

It allows to gather different perspectives to build a common understanding and goal for the place. But how do you get started? And, how do you enter a dia-

logue with stakeholders in a meaningful way? While this chapter focuses on starting and developing the collaborative process, this section aims to provide guidance on identifying and engaging stakeholders in a Nordic context.

The purpose of a dialogue

A dialogue with citizens and stakeholders can follow different purposes. Here are some questions that can be used throughout the dialogue:

A collective assessment to stress shared interests

Starting a dialogue by analysing a place allows you to identify common interests between stakeholders, as well as common goals and resources, or commonly faced problems and challenges. **How do you feel about the place? What is lacking at the place? Who is (not) using the place? What would you like to do at the place? What do you like or dislike? How is this particular problem perceived and experienced?**

It's important not only to focus on the problem(s) and challenge(s), but also to reveal

untapped qualities and uncover positive aspects, looking into the identity of the place and feelings of attachment to the place. **What is your relationship with the place (past – present – future)? Can you tell stories about what happened there? What is the place's soul, the *genus loci*? What are the main qualities of the place? Why do you come to the place?** From an outsider's perspective, the image might be gloomier than it actually is, and negative preconceptions can overshadow what inhabitants might feel about their home.

Finally, dialogue contributes to **identifying and mapping key actors as well as existing initiatives that the project can build on.** Identifying “local heroes” with a strong drive and high credibility among the stakeholders as well as those who have a passion for the place is important in this step. From the municipality's or the real estate developer's perspective it might be difficult to identify and be aware

of grassroots initiatives or local projects. However, these “local heroes” and “doers” can be a precious resource to change a place, and already existing networks of actors or ideas can be pushed to serve the purpose of the project.

Needs and ideas for the future

At the same time as drawing a contextual picture of the place, the dialogue should highlight shared needs and wishes from actors. **What are the current trends? What are the future trends? Who will be using the place tomorrow, next month, next year, in ten years? What stakeholders may come to the place in the future? What is missing today? How would you like the place to look tomorrow?** The goal is not to establish a “shopping list” of desired improvements, but rather to identify needs and establish a holistic picture of a necessary transformation.

Ownership

Finally, the dialogue should investigate the terms of the implementation phase. **Who is responsible for the execution of each part of the process/project? What could the timeline look like?**

Identifying stakeholders

The following stakeholder map shows the diversity of actors – and potential allies – that can be mobilised during the placemaking process.

Stakeholders are actors, individuals, or organisations that are more or less related to the place you work with.

Local and adjoining residents: are a varied and important group. They have the most direct link to the place itself and therefore, are experts and know the best how it functions, its qualities, and defaults from a design, organisational, and social perspective. They include individuals, and formalised organisations that live, cross, work, and take advantage of the space.

Decision-makers: Decision-makers are public or private stakeholders that are not necessarily in the place, but have competencies or power to make, authorise, or enforce a decision. It includes, for instance, land and property owners, whether they are public or private, as well as shop-owners, housing associations as well as varied interest groups

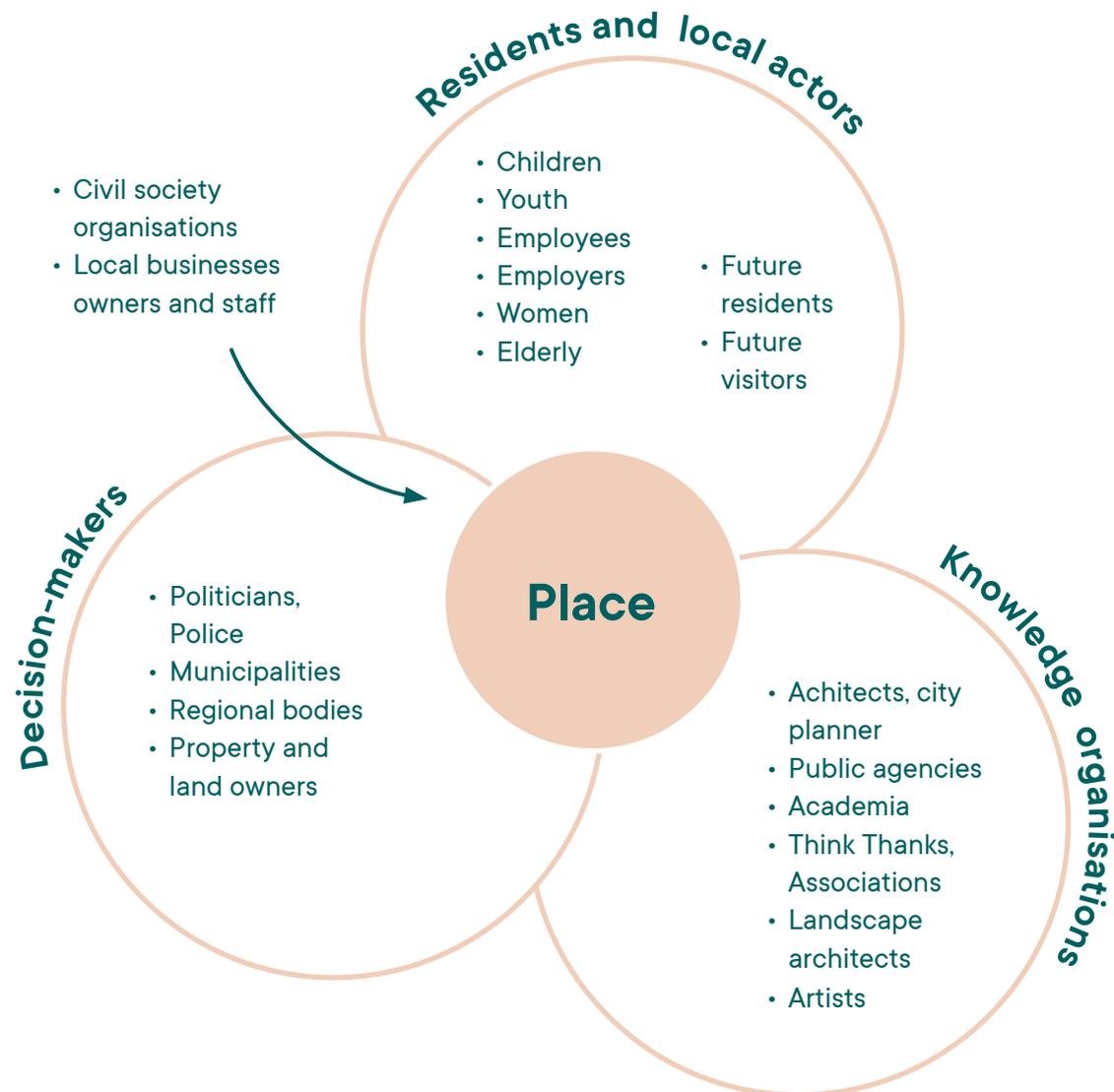


Figure 8: Stakeholder map⁵

5 This stakeholder map is a result of workshops and discussion with participants.

that have a mandate in the decision making process.

Knowledge organisations: Who you can get knowledge from on the place itself, on specific challenges. Whereas users are experts of the place, these will provide knowledge from external experiences relevant to your case, in order to overcome specific issues (financing, subsidies, programming, designing, etc).

How to map stakeholders?

- **Each stakeholder map is place-specific** and the same actors will not be able to contribute in a similar way depending on the context.
- **Map everybody you can think of, and narrow it down later on.** You might want to come back to this initial wide map later in the process.
- **Observe:** Go onsite, count people and shops, observe behaviours and interactions as well as physical layouts and boundaries, engage in spontaneous discussions with locals, and learn about habits and existing initiatives.
- **Use a map:** Map buildings and outdoor spaces, identify who owns the properties or land, and who has authority for relevant areas.
- **Don't limit yourself to who you see:** Think about groups you can't find, they might be excluded. Think about the future, how will the area transform, and who will occupy these spaces in the future.

How to get started and mobilise stakeholders

In the Placemaking in the Nordics project, we identified that collaboration issues were the main hindrance to starting a project. The top challenges identified include (1) conflicts between stakeholders' interests (2) silo thinking organisations (3) lack of trust between stakeholders.

Solutions identified include:

1. Stakeholder dialogue to understand the agendas and interests of stakeholders.
2. Build guiding teams, start small and extend, first internally, and then with external stakeholders. Work with what you've got.
3. Work with an example/case ("low hanging fruits").
4. Make everyone contribute.
5. Appoint a "silo breaker", i.e. someone whose role it is to talk to all stakeholders and collect their points of view.
6. Find common ground, things that unite, and stakeholders have in common, to create trust.
7. Find local ambassadors of the initiative.

Case: Stakeholder management framework, Åmål

In order to develop attractiveness and manage the development of its city centre through a placemaking inspired approach the municipality of Åmål has formalised a stakeholder management model including a governance, strategic, and financial framework. It is an example of how collaborative place management can be formalised in different forms.

The starting point for the work and major strength is the composition of the municipality administration's Growth Department and the fact that all the essential functions relating to the attractiveness of urban space are co-located. This makes it possible to expedite building permits quickly for a new investor, retailer, hotel, or real estate developer, whose investment may enhance the range of amenities and experiences in the town centre. Also, the town centre developer is fully employed by the municipality.

The working groups have a strong mandate to set in motion new initiatives as well as improve existing ones, and they all dispose of a budget to support improvements and new initiatives. These groups are oriented towards actions and implementation, rather than discussing. People present in these groups were selected by Åmål municipality, with the underlying idea to pick people truly motivated to

develop the town.

The town centre development work is guided by a strategic approach through an Urban Environment Programme. It was created in an inclusive process through community dialogue and dialogue with members of the Town Centre Group and several architectural firms in 2018. The programme contains a place analysis, a SWOT⁶ analysis, as well as guidelines concerning the urban environment, such as general urban design, lighting, outdoor seating, accessibility and safety, advertising, etc.

Events are typically initiated and run by enthusiastic residents and social and cultural entrepreneurs, and an interesting support and funding scheme has been developed to provide both seed funding to help kick-start new events as well as give support to recurring events. The association "För Åmål i Centrum" together with the municipality support cultural and leisure life activities financially.

This particular approach to city-centre management illustrates how a small city can initiate and catalyse new initiatives to make the area more attractive and safer to its residents.

Source: Marcus Andersson, Case study of Åmål: tactical and creative placemaking, in Placemaking in the Nordics, 2019

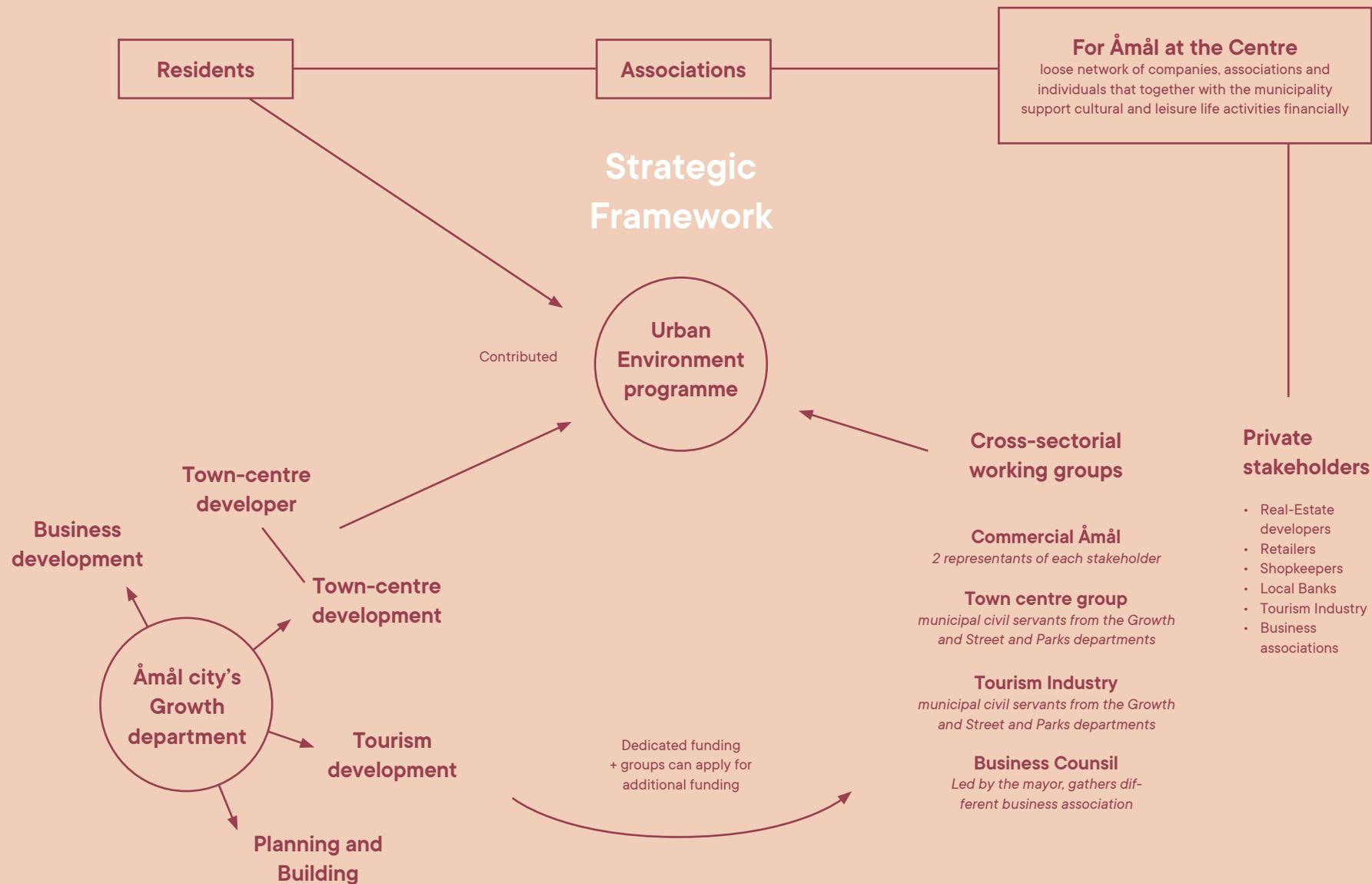


Figure 9: Åmål's stakeholder management framework

Tips and tricks for stakeholder dialogues

Transparency: Facilitators are accountable to stakeholders and citizens that their contributions are not vain, ensuring that they do not just get to have their say – but that they are heard. Clarify the objectives of the discussions, and follow-up on decisions to build trust. Being transparent also means defining the objectives and scope of the dialogue clearly, so participants know what they can expect from participating and how much they can influence the outcome of a project.

Be on-site: Observing, surveying, and going door to door is the most efficient way to engage people. You will get direct information on who is involved in the neighbourhood, how the place is used, and what are the main characteristics. Participants shared that events could be an entry to engaging. Also, performing observations, surveys, and walks together with local actors, dialogue fuels engagement.

Adapt to target groups: Once you have identified target groups, it can be useful to adapt communication channels and activities that will support the dialogue. As participants shared “Extending beyond the 60+ group is a challenge”. This is why having local allies, and going towards residents by participating in existing groups and meetings is an asset, as well as exploring different channels: digital campaigns, public meetings, etc.

Create joint ownership of the problem: start by defining the problem together, and create a shared diagnostic of the place. This allows a common understanding of the place to be generated and pushes actors to go beyond individual interests and defiance.

Think about the way you frame questions: ask how people use the space rather than what they think is needed.

Provide a safe and comfortable environment for people to speak freely and experience participation positively instead of an extra burden.

Case: Revitalisation of Regent Park – Toronto

The revitalisation of Regent Park in Toronto is one of the largest urban redevelopment projects in Canada. It illustrates how issues of the social and functional mix can be tackled through an integrated urban strategy – and how the dialogue process evolved over time.

Initiated in the 1990s, the project aimed to renovate this social housing neighbourhood, while introducing market-rate apartments, and developing a mix of functions. The project was originally pushed by a resident association. **Citizen dialogue conducted during the pre-figuration phase, and the creation of a Social Development Plan acting as a blueprint to integrate social cohesion issues to the redevelopment plan, allowed the creation of a collaborative governance framework: the stakeholders table (see figure below).**

Dialogue

From the early planning stages, a resident engagement strategy was pushed through, as well as ideas on how to communicate with residents. Community meetings, charrettes, and kitchen table conversations were organised, gathering 2 000 inhabitants. In addition,

Community Animators were recruited within the community to connect residents with TCH and represent “their respective cultural, ethnic, and nationality-based group.” Considering the multiculturalism characterizing the community, it was important to break down language barriers and tackle representation issues.

Stakeholders’ table

The stakeholders’ table is made of different organisations and groups: service providers, grassroots organisations, city services, employment and enterprises, schools, and the resident association Regent Park Neighbourhood Initiative. It’s a **consultative body** that functions: “as a forum for sharing information, seeking input, identifying issues, considering opportunities, resolving problems, and coordinating action”⁸. Each one of these bodies is responsible for interacting with the wider community, informing and consulting inhabitants, and reporting on their needs. In addition to making actors accountable for the implementation of the revitalisation and the Social development plans, this governance framework allows for adaptation and continuity with citizens.

With regard to placemaking, formalising an identifiable governance body can support iteration. As an actor of the Regent Park project stresses “we didn’t always do it right the first time”. Therefore, placemaking encourages reevaluation, reformulation, and redesign of the vision.

Source: Mats Segerström, Elise Perrault, Case study: the Revitalisation of Regent Park in Toronto, in Placemaking in the Nordics, 2019

7 Shauna Brail, Nishi Kumar “Community leadership and engagement after the mix: The transformation of Toronto’s Regent Park”, Urban Studies Journal, 2017
8 Social Development Plan, Toronto Community Housing, 2007 You can find a description of the Place Game as well as the main questions on www.pps.org/article/grplacefeat. Questions can be adapted to your place / projec

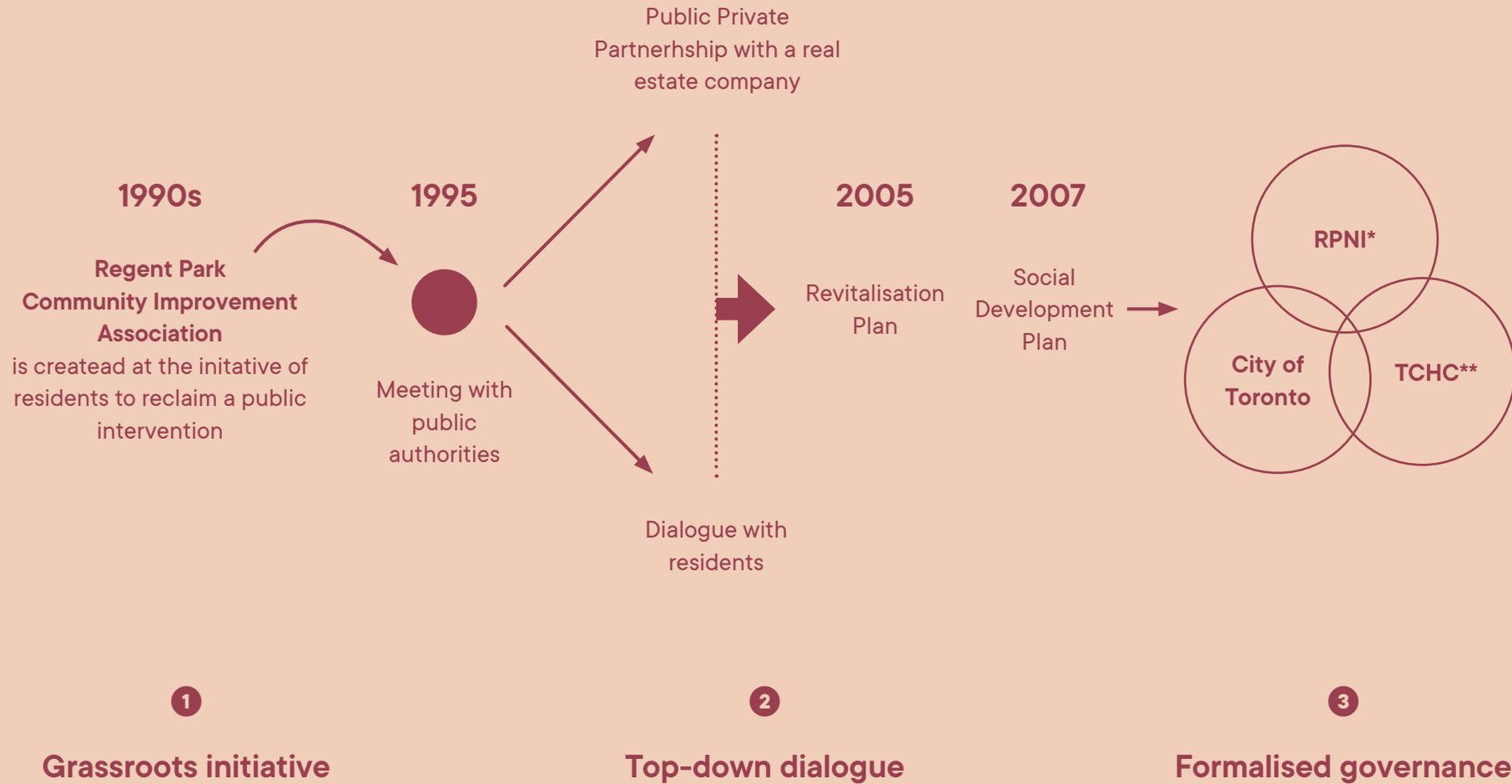


Figure 10: From a grassroots initiative to a formalised governance model: evolution of stakeholder involvement in the Regent Park's redevelopment project, 1990 – 2010

* RPNI: Regent Park Neighbourhood Initiative, the resident association created after the Regent Park Community improvement.

** TCHC: Toronto Community Housing Corporation

2 Place analysis

The place analysis phase sets the ground for further placemaking activities. It is through this process that the main qualities and challenges of a place will be identified collectively, and later goals and activities will be defined upon. The analysis should result from extensive engagement, both to assess the experiences and needs regarding a given place, and also because it is by this process that stakeholders can build a common sense of urgency and shared interest.

Figure 11 integrates different frameworks showing relevant themes to focus on while conducting a place analysis. It considers jointly the built environment, economic and social conditions of people and organisations in a place, and the environmental aspects.

In the centre, the place quality framework developed by Project for Public Spaces offers a set of guidelines to assess a public space. It can be adapted into a Place Game, where stakeholders are invited to rank each component and interview users⁹. This framework focuses on the place itself. Stakeholders can also be involved to count people and uses, observe behaviours and spatial quali-

ties, realise inventories of urban furniture and infrastructures. The Gehl Institute¹⁰ has made available several tools to analyse public life in cities that allow an urban environment to be assessed. It includes mapping, and counting tools, as well as survey layouts. The Safer Sweden Foundation also developed an evidence-based model for assessing the physical environment's impact on feelings of safety by providing nine main aspects of the physical environment and including several sub-indicators in order to measure the impact on safety¹¹ (more info in Chapter 3).

The outer circle is based on the European Union's "Quality of Life Index" which uses a

Analysis can be done at the beginning and during the project: at the beginning to engage stakeholders and draw a diagnostic of the situation, during the project to follow-up on the implementation of activities and iterate (see Chapter 4, Measuring change). In order to measure the qualities of a place, the analysis should focus both on the physical and social, and economic conditions.

multidimensional approach to measure social and economic development. It focuses on the experience and conditions of individuals living in a place and is useful to address social sustainability issues. The indicators cited by Eurostat are mostly statistics on a national level, but can be exchanged for local statistics or even qualitative data¹². Economic conditions for companies, and organisations present in the place should also be considered here as understanding the business potential of the place along with the business interests of the stakeholders are important factors for finding financing for the placemaking change.

9 You can find a description of the Place Game as well as the main questions on <https://www.pps.org/article/grplacefeat>. Questions can be adapted to your place / project.

10 www.gehlpeople.com/tools

11 See also www.tryggaesverige.org and the Placemaking in the Nordics case study: the connection between placemaking and safety

12 www.ec.europa.eu/eurostat/statistics-explained/index.php?title=Quality_of_Life_indicators



Figure 11: Framework for sustainable cities and communities

The latter can be combined with the 17 Sustainable Development Goals, a framework to assess sustainability adopted by the United Nations as part of the 2030 Agenda for Sustainable Development¹³. Sustainable Development Goal 11, “Make cities and human settlements, safe, resilient, and sustainable”, is our overarching goal here, as it integrates both the quality of life and quality of place frameworks. Indicators identified under Goal 11 include: the proportion of the population that has convenient access to public transport, direct participation structure of civil society in urban planning and management, level of fine particulate matter, proportion of victims of physical or sexual harassment, etc.

Examples of indicators and how to choose them are given in Chapter 4, Measuring change, and Appendix 1 “Indicators for Sustainable Places.

Experience as a start

The analysis should draw upon the lived experience of individuals and groups using the space: those that live in and use an area are those that know the area the best. People’s expertise of the place, their stories, and insights give valuable information on how the place functions. These can be gathered through interviews, and by directly involving them to map, survey, and analyse the place they live in. We suggest that perspectives from different groups are included, especially groups that are not necessarily present in the space or the decision-making and planning processes, as they reflect different perspectives on how the space functions and the qualities it offers.

Feminist urban planning gives for instance account of inclusion and exclusion

mechanisms, and how norms affect the urban environment. It questions the production of our urban spaces and shows the importance of adopting different lenses when analysing a public space in order to build public spaces for all.

Case: Feminist urban planning

By Marika Haug,
Safer Sweden Foundation

Given that women had long been shut off from education, politics, and professional activities, those responsible for planning, drawing, and building cities have historically been men. The public sphere has been dominated by men, while women's place has been at home. The idea was, for centuries, that women should not move freely around the city. The expression "public woman" was, for example, used as a synonym for prostitute in Sweden. However, even if society has now changed considerably, urban planning is still, to a certain extent, based upon certain traditional notions about what is "feminine" and "masculine", in relation to public space.

The purpose of gender equality is that people should get to live freely without being limited or hindered by their gender. A concept that can achieve gender equality is *feminist urban planning*; **a critical approach which aims to satisfy the needs of different social groups within urban development.** A feminist perspective within urban development requires the practitioner to answer certain questions. For example, which norms can this specific milieu reproduce? Will both genders benefit from these measures? And, above all, the practitioners need to critically ask themselves if certain measures will create a more including or excluding society.

Looking at the situation today, it is reasonable to conclude that a lot of the urban space has been planned without this kind of critical approach. Studies in Sweden show that more women than men feel unsafe in their neighbourhoods in the evening. More women than men also report that they avoid going outside due to feeling unsafe. Also, women do not take part in the public space to the same extent as men.

The fact that women feel less safe than men shows that this is a matter of gender equality. By studying how people behave in and consume the public space, certain patterns can be clarified and preventive measures taken.

Looking at how women move and use public spaces, can help accommodate their needs and build a human-friendly environment for all. For instance, Umeå has developed since 2010 a « gendered landscape » aimed at better understanding and revealing power structures and gender inequality in the city to inform further urban development.¹⁴

Tool: Tools for collective analysis

Participatory analysis activities can support the creation of shared interests, creating momentum, and mobilisation in the long-term. This is why we advise not only conducting the place analysis within your team or delegating to an expert, but to open the conversation with citizens, stakeholders, and target

groups. We gathered different tools and examples than can be used to analyse the lived experience of a place, in more or less participatory ways.

This table shows different categories of tools for assessing public spaces collectively.

Tool & goal	How does it work?	Example
<p>Empathy tools</p> <p>These are tools that allow you to adopt the perspective of the target groups, and understand their situation. They should not be a substitute for participation.</p>	<ul style="list-style-type: none">• Identify target groups• Gather groups of professionals, experts, decision-makers• Explore the space• Discuss impressions and findings	<p>Photo by Lavi Perchik on Unsplash</p>  <p>Urban 95, Toddler goggles, Bernard Van Leer Foundation</p> <p>These 95cm high goggles allow people to investigate a space from the perspective of a 5 year old.¹⁵ Planners, and decision-makers are invited to put them on, in order to see the space from children's perspectives.</p>

Tool & goal	How does it work?	Example
<p>Ambassadors</p> <p>Members of a given community recruited to survey and interview people. It allows you to reach isolated individuals, and if relevant bridge the language gap.</p>	<ul style="list-style-type: none"> • Identify target groups • Recruit ambassadors through existing associations, organisations, or communicate on social media. • Define a questionnaire and train ambassadors • Send ambassadors to discuss • Discuss results 	<p>The revitalisation of Regent Park, Toronto</p> <p>To communicate about the project and gather inputs from residents, local ambassadors called “community animators” were recruited.</p>
<p>Collective mapping</p> <p>To understand the challenges and qualities of an area, as well as specific issues.</p>	<ul style="list-style-type: none"> • Define scope and question: what do you want to map? Is it about functions, image, and ongoing problems? • Communicate about the opportunity to participate • Collect data and provide feedback <p>This tool is really versatile and can be adapted to different projects, and target groups. More advanced and long-term versions include mobile applications and online maps.</p>	<div data-bbox="1451 596 1975 1078" data-label="Image"> </div> <p>Screenshot from Stockholm City's website</p> <p>Stockholms Stad: mapping app¹⁶</p> <p>This application from Stockholm City allows citizens to report their opinions about Stockholm's environment. The respondent will then receive an answer from the municipality. This tool allows them to analyse and collect opinions on an ongoing basis.</p>

Tool & goal

How does it work?

Exploratory walks

To understand how a place functions, and discussed in situ instead of on a map.

- Define scope and topic
- Define target groups
- Communicate and gather a group of participants
- Explain topics, and ask participants to choose 1 site they would like to go to (individually or per group)
- Organise journey
- At each stop ask the participants who have chosen the site to talk about it
- Collect stories and discuss

These can be done with an open group, or to understand a specific target group's experience of a place.

4 Place vision

Having a clear and compelling vision is a key feature not only for organisations but also for places. A vision helps to motivate people, drive change, and give a direction for placemaking efforts.

Following an analysis of the place, stakeholders agree on a common vision that will set the ground for identifying relevant actions and projects, especially regarding the transformation of the place through designing and programming (see Chapter 3). A place vision is a more or less formalised statement that captures stakeholders' shared ambition for the place. Content and format depend on the nature and state of the project, but essentially it should:

- Be based on previous analysis and stakeholder engagement, define how the place is today, its identity, qualities, and main challenges.
- Define how the place should be in the future, purpose, uses, and values. This should be done together with stakeholders engaged previously, including citizens. The Future Proofing tool can be used here to anticipate potential scenarios (see tool page 38).

- Define and plan stakeholder collaboration: actors involved, role, format

The vision can include:

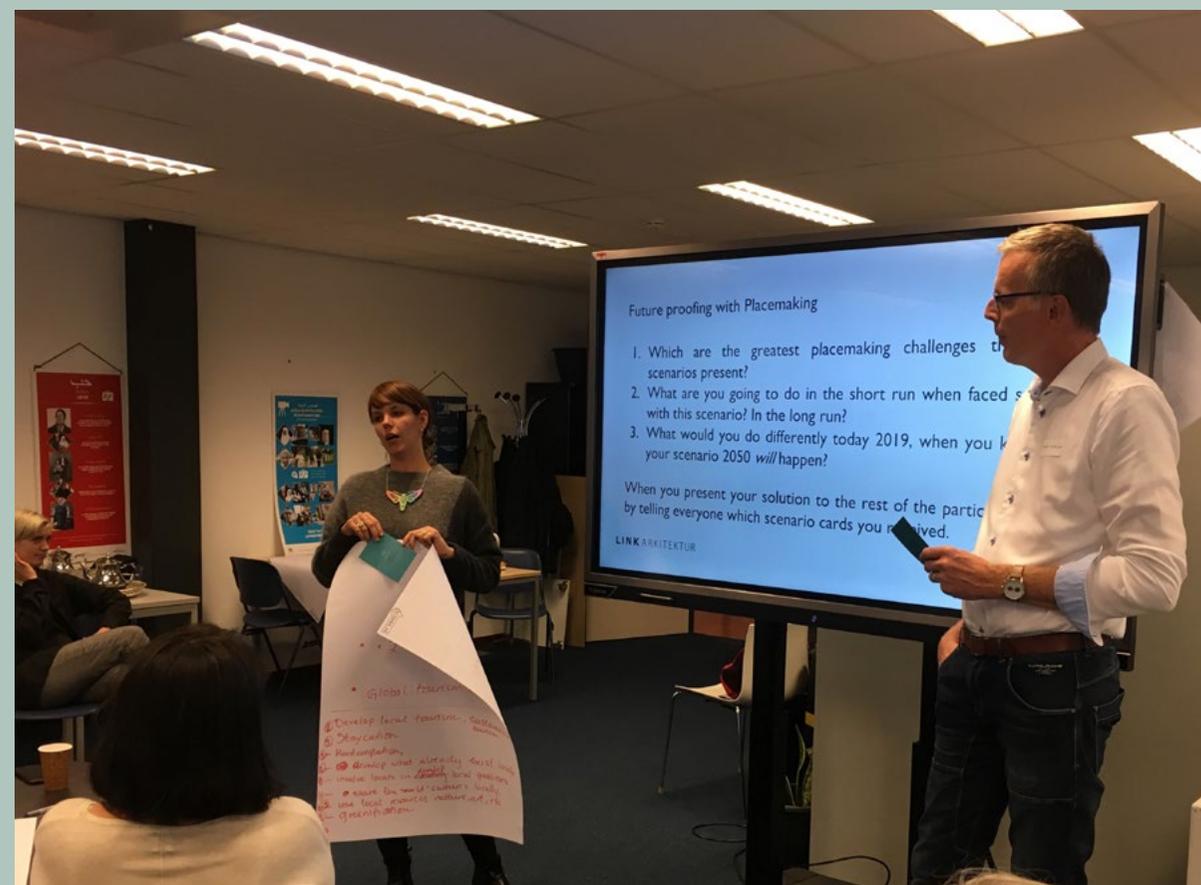
- A concept for design and programming of the place.
- An action plan, orchestrating existing and future actions, as well as actions from different project leaders. If previous analysis allowed you to identify short-term improvements (easily actionable ideas carried by local actors), it's the role of the vision to act as a strategic document by orchestrating different initiatives. The management of the maintenance should also be considered.
- A financial plan indicating inputs from different actors.
- A roadmap to evaluate change (see page 69 "Measuring Change" in Chapter 4)

Tool: Future-proofing for placemaking: scenario game

This tool aims to facilitate creative discussion and decision-making in light of possible future, alternative developments.

The game consists of a set of cards representing extreme scenarios for the future (here 2050). The

goal is to anticipate positive and negative trends that might impact your place, and imagine how you can act upon them. You can use pre-made cards, or identify the trends with your stakeholders.



Examples of scenario cards:

The situation in 2050: E-commerce and web sales dominate and traditional retail has almost completely vanished.

The situation in 2050: Low birth rates and rising life expectancy contribute to the fact that the current proportion of elderly (over 65 years of age) is 40%.

Steps to use

1. With stakeholders identify global and local scenarios for horizon 2050 (or another long-term deadline). Try to think in terms of different scales: places, neighbourhoods, local, global, etc. Don't hesitate to exaggerate and be provocative in order to trigger discussion.
2. What are you going to do in the short term if faced suddenly with this scenario? In the long run?
3. What would you do differently today 2020, when you know that your scenario 2050 will happen?

Case: From planning intentions to place-led innovations and place leadership: A stakeholder collaboration perspective in Arendal, Norway

By Lisbeth Iversen,
Arendal Municipality, Norway

Arendal is a municipality in Agder county in southeastern Norway, with a population of 44 900. The city is working actively for better living conditions, welfare, access to jobs, education, and to develop a safe, inclusive, vibrant, and liveable city center. Arendal municipality's methodology is based on a penta-helix¹⁷ model developed through the establishment of the "With a Heart For Arendal network" (MHFA) which gathers 100 teams, associations, congregations, and individuals (Guribye, 2017). Arendal works through an "Asset Based Community Development"¹⁸ (ABCD), placemaking and co-creation approach, addressing sustainability, social welfare, inclusion, and good places for people.

The initiative—sparkling spaces

The ongoing city centre plan is complex and time-consuming, but the city has experienced new ways of working, amongst others, through the national pilot project Sparkling Spaces 2016-2018, (Levende Lokaler), initiated by the Norwegian national architecture and design foundation DOGA. Arendal was chosen as one of the three pilot cities, based on an application made by the City Center Development organization «Arendal By», the municipality, MHFA-network, Arendal Cultural Forum, and individual actors.

Thanks to the collaboration between these actors, and actions such as walking and talking tours, mapping empty buildings, registering owners, contacting them and talking over a cup of coffee, the project filled more than 20 empty shops and buildings in the historic city center, with new concepts, jobs, and cultural activities: greenhouses, creative hubs, co-working spaces, community houses like the Urban community House. Other placemaking

initiatives have been initiated by many actors, like second-hand street-festivals, Green Fridays, street-art actions, painting the canal, etc.

The project became an example of an action-oriented approach that took the city from planning intentions to place innovation with results.

Through this approach, actors discovered that planning was not everything. Instead, conditions for collaboration, placemaking, and innovation were crucial, and a great variety of concepts and placemaking initiatives were needed for the city centre to be revitalised. Placemaking is also a strategy to promote peacemaking, by mediating dialogue and meetings between actors.

On a similar approach, a new project, "**Get involved Arendal!**" was initiated in 2018 by the police, inviting the city to join them to make the city centre safer. The focus was not only on infrastructure, but to create «a care for each other culture». More than 100 people in Arendal took a two daycourse - based on the Norwegian Drug Police Association's "Get

17 The project included the public sector (Arendal Municipality), businesses and cultural institutions, NGOs and voluntary organizations, citizens, academia and research
18 Asset Based Community Development approach focuses on identifying the assets of individuals, associations and institutions that form the community and help them come together to realise and develop their strengths. www.nurturedevelopment.org/asset-based-community-development/.

involved" courses. An advisory board for the police, municipality and collaborating actors, and a forum for dialogue were established together with a street force of voluntary "night ravens", and a meeting place for them before their late-night walks.

Conclusions, learnings, and future steps

Common goals, clarifying roles, broad involvement, including vulnerable groups, recognizing all the actors and their dreams and needs, are crucial aspects. Sharing information, knowledge, success stories and visibility at both

social and digital meeting places ensures trust-building, as well as the bridging and linking of social capital. Facilitating and serving community leadership must be in place, supporting and strengthening initiatives, but not "taking them over", contributing to relational welfare and new opportunities!

Arendal joined other innovative networks in this process, like the Digitalisation for attractive cities and regions, and the Nordic Placemaking network, to listen, learn and share. The municipality still wants to find better ways of planning based on the Planning and Building Act, and placemaking could be showing the way for this to happen. The municipality is now establishing a new broad **place leadership** group for the city center development, partly inspired by discussions in the leadership of the municipality, and findings based on the ongoing action-research conducted by the Public Sector PhD candidate in the municipality.

For more information:
www.medhjerterforarendal.no/case-arendal-city-center



Torvgata in Arendal - from the Sparkling Spaces project and Second Hand market. Photo: Arendal Kommun

Create

Designing and programming public spaces in the Nordics

1 Supporting the transformation of public spaces

Case: Ta Plats i Övik – A digital placemaking initiative in northern Sweden

2 What makes a good place?

3 Working with temporality

Tool: Temporary urban interventions

Case: Jubilee Park: Lessons from experimentation as a method, Gothenburg, Sweden

4 Creating life in places with low-density

Tool: The social field of vision

Tool: The power of 10

5 Embracing the Nordicness

Case: Indoor placemaking

Case: Illustrating placemaking guidelines, Lilla Torg in Malmö, Sweden

Case: Placemaking and safety, Sergels Torg in Stockholm, Sweden

1 Supporting the transformation of public spaces

We have now come to the create phase of the placemaking process.

When entering the create phase in the placemaking cycle, creating project-based efforts is the most logical step. These typically build on the stakeholder mobilisation, analysis, and place vision developed in the first mobilisation phase. Therefore, this chapter develops a set of guidelines and inspirations to create

public spaces that nurture public life and inclusion while making the most of the Nordic environment. By building on the lessons of prior actions carried during the mobilisation phase, and making sure that ensuing projects are aligned with the place vision, it offers additional opportunities for further engagement and discussion to transform a place.

Developing a placemaking initiative to scale

Four factors can be of particular importance when scaling up the placemaking process from the first initiatives to initiating a more comprehensive project:

Relationships: More stakeholders will join and new relationships need to be built on an ongoing process. Working in small groups that include varied actors, and having a project manager that facilitates relationships can foster understanding and collaboration.

Skills and mandate: From early on in the project it's important to identify and clarify skills and mandates needed at each and every step. This should inform the mobilisation of relevant stakeholders, and make room

for experience exchange, learning, and skills development. The “Ta Plats i Övik” case (see case page 43) illustrates the importance of getting the right people on board in the project, in terms of subject matter expertise and mandate to influence different policy areas of the municipality and bridge silos between different departments.

Funding: While some Quicker Lighter Cheaper¹⁹ experiments can be done with small financial means, some larger projects can require greater resources. Project funding can come from municipalities, foundations, public-private schemes, or national or EU programmes. Different project funding sources in the Nordic countries are listed in Appendix 2.

Leadership: Leadership – especially change leadership²⁰ – is critical to scale-up the pro-

cess, mobilise more stakeholders, and encourage them to work towards the same goal. Based on previous analysis and vision, communicate and refine the whys to create a sense of urgency as well as the goals. Create quick wins to build legitimacy and trust, and show persistence and patience.

What's more, we also need to deal with questions regarding the long-term sustainability of a project and its results and effects, meaning how one or several projects can be turned into a viable place collaboration through the design of appropriate management and governance structures. In chapter 4 you can read about some opportunities and challenges for long-term place collaboration, and many of these are applicable to the project phase too.

19 Quicker Lighter Cheaper is a concept developed by Project for Public Places which refers to easily actionable improvements that have a high impact. The following section on temporality further describes such actions.

20 The concept of change leadership refers to the ability to drive change through sharing a vision and managing conflicts.

Case: Ta Plats i Övik – A digital placemaking initiative in Northern Sweden

Through a digital platform Ta Plats i Övik connects property owners and citizens to make new uses of beautiful, yet often underused courtyards in the city. It is the result of a collaborative effort by the Municipality of Örnsköldsvik, the regional chapter of the Swedish Property Federation (Fastighetsägarna), the local city association Cesam, the property owners, and community organisations. After running for two summers as a pilot project, Ta Plats i Övik will now be scaled by adding new vacant indoor spaces and being replicated in other Swedish regions.

Building a pilot project

Funding: The project is financed equally by the Municipality's development fund and the Swedish Property Federation. The budgets were € 9300 in 2018 and € 8200 in 2019.

Gathering competencies: Municipal civil servants from roles in architecture, permits, transport, and parks were invited to the trans-disciplinary working group.

Build the digital platform and identify and **invite property owners** to encourage them to make their spaces available for rent. The business model and pricing strategy was

simplified and for now, everyone pays the same price, 1500 SEK (\approx € 140), regardless of size, etc.

Scaling-up

As the project will be scaled up in the summer of 2020, Ta Plats i Övik will integrate insights from prior experimentations:

- Extended communication with citizens and property owners
- Adapt the pricing strategy, where the price will be lowered but there the tenants instead pay a fine afterwards if the space is misused in some way.
- Adding indoor spaces to the scheme, such as vacant stores in the city centre that can be used for e.g. pop-up activities, will be a new development in 2020.

- The Swedish Property Federation will provide the solutions to other regions and cities that have shown an interest in it. The Swedish Property Foundation will not handle the local project management but will be providing interested cities with the digital platform and guidance along the way.

Through this project, these spaces were repurposed by sport and cultural associations, artists, residents, and companies. Providing a seamless booking service for the user requires a great collaboration behind the scenes between stakeholders (redirect traffic on the day of an event, ensuring parking permits, making electricity and water and waste disposal available). Testing the project in Övik allowed working methods to be adapted.

Ta Plats i Övik platform



2 What makes a good place?

During the project Placemaking in the Nordics, we suggested to define a good place as *a set of values* that encapsulates the intrinsic qualities of a place.

Tolerant, generous & robust

It allows for everyone to pass, stay, play and make it their own.

Safe, playful & lovable

Triggering feelings of comfort and homeliness.

Flexible, inclusive & accessible

Not everything is permanent and programmed, but there is room for the unplanned and the temporary, and room for different groups.



A social place

Where people meet and build social capital.

Democracy

Serving as places where anyone regardless of income or position can meet, discuss, demonstrate and publicize their causes.

Community

Where strangers have opportunities to share and enjoy activities with each other. The activity encourages to exchange glances, smiles or make contact.

Figure 12: Defining values for what makes a good place

The Safer Sweden Foundation defines nine components supporting specific qualities of a place that ensure a high feeling of safety, among them is urban design²¹.

Urban design

Urban design is an overarching aspect. The layout of a place has a major effect on our feeling of safety and our preferences for how we use a space, if we dwell in a place or not. The use and form of a place creates preconditions for the other eight safety aspects, while also complementing each of the individual aspect's role in enhancing feelings of safety.

Feelings of safety can be promoted by:

- A natural continuity in the built environment and ways of getting around.
- Giving the space a unique identity which is inviting and recognisable.
- Shaping a clear layout with distinguished areas, functions, and activities.
- Adding details in the physical environment for “eye-pleasing” and more visual interactions.
- Designing places that stimulate interactions between (diverse) people.

These aspects are crucial components in the planning and building phase of places, as described in Safer Sweden's BoTryggt2030 handbook and checklists, but can also function as controls in existing environments, for instance when it comes to placemaking and activating public spaces.

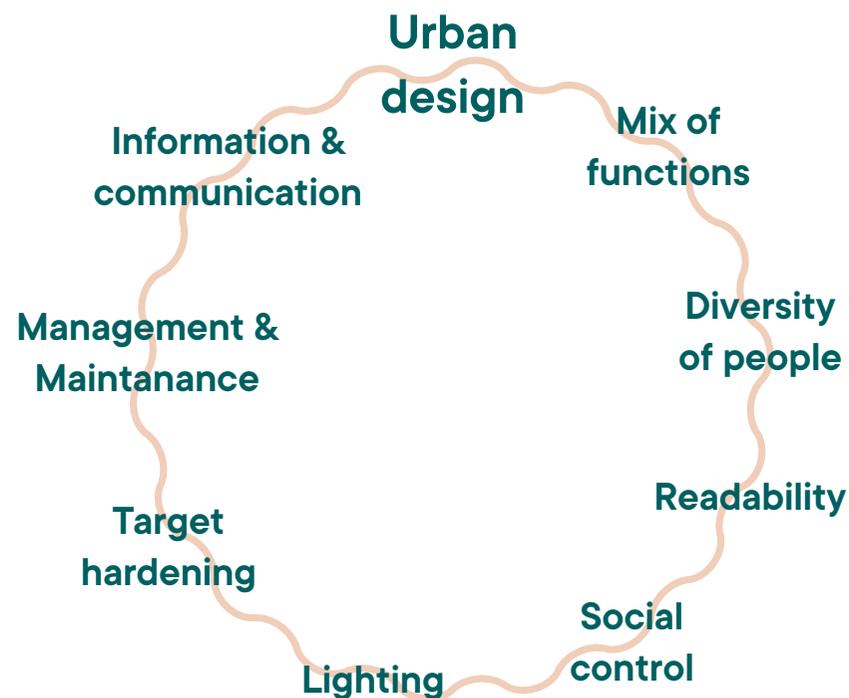


Figure 13: Safer places model developed by the Safer Sweden Foundation

3 Working with temporality

The notion of temporality is essential for good placemaking, we argue. By moving from a project-based approach to a place-based approach you acknowl-

edge the continuous transformation of a place and therefore a constant need for adaptation, which is also embedded in place governance matters.²²

Working with temporality can be done either by introducing temporary urban interventions or by working with the calendar: day and night interventions, seasonal interventions, etc. While all draw from collective action and create change in the public space as well as a sense of eventfulness, some can be relatively cost-effective solutions, while others more complex and sensational projects.

They are powerful tools to engage stakeholders and lead the transformation of a place. **And, if placemaking is all about sustained transformations in the long run, temporary or quick interventions can help to start, drive, and scale the process or reclaim a space.**

Temporary interventions can be used for:

- Experiment, test, and prototype before investing time and resources into costly projects.
- Address immediate issues and send a signal for change. Planning processes can be draining for citizens, and initiating such interventions can help to address pressing issues while rebuilding trust.
- Make a point and “quick wins”, create visibility, and get funding.
- Activate an underused or lifeless space, continuously renew excitement by having an ever-changing programme.
- Help building attraction and identity for a new place before and during the construction process.

Most of all, temporary interventions can engage and cultivate participation which is why they can also be used in the early phases to pursue an engagement strategy.

They allow to engage potential ambassadors amongst users, and thereby ensure a continued emotional connection to the place and its development. The Jubilee Park case is an example of how to strategically use experimentations to build a public space physically as well as the sense of place.

Read more about the Jubilee Park on page 49.

Tool: Temporary Urban Interventions

Examples of temporary interventions and how to use them.

Type	Goal	How	Examples
Event <i>One-off or recurring events</i>	<ul style="list-style-type: none"> • Activate a space • Generate engagement • Kick-start a project or campaign 	<ul style="list-style-type: none"> • Before, communicate widely and ask stakeholders to support in any way possible • During the event, start the dialogue about the place, and inform • Get the contacts of motivated participants and build relationships 	 <p>Urban karaoke taking place every Sunday in Mauerpark, Berlin²³</p>
Prototyping <i>Low-cost and accessible model</i>	<ul style="list-style-type: none"> • Test a solution • Ensure personal commitment of ambassadors and users • Make a point 	<ul style="list-style-type: none"> • Before, evaluate the space with users, discuss needs and potential solutions • Create or co-create the prototype • Communicate about the purpose of the experiment • Monitor and evaluate the intervention • Afterwards, integrate modifications and iterate 	 <p>Prototype of the public sauna in Gothenburg²⁴</p>

23 More info: www.bearpitkaraoke.com/ Credits: Niels Elgaard Larsen / CC BY-SA (www.creativecommons.org/licenses/by-sa/3.0)

24 Davidlvar / CC BY-SA (www.creativecommons.org/licenses/by-sa/4.0)

Type	Goal	How	Examples
<p>Seasonality</p> <p><i>Adapting the programming of a place to the time of year</i></p>	<ul style="list-style-type: none"> • Activate a place all year-round • Create multiple destinations 	<ul style="list-style-type: none"> • Plan a program that underscores the identity of the place during each season • Engage stakeholders to participate • Communicate and make an event out of the place's transformation. 	 <p>The Winter Lab, a project to test winter activities in Ville-Marie, Montreal. Here the children pool is transformed into an ice skating rink²⁵</p>

<p>Transitory occupation</p> <p><i>Open underused spaces for projects</i></p>	<ul style="list-style-type: none"> • Make a point • Activate a place • Create new synergies and partnerships 	<ul style="list-style-type: none"> • Survey the community for needs and ideas • Support project leaders • Evaluate and iterate/integrate results 	 <p>Occupation of a vacant hospital before the repurposing of the site, Les grands voisins, Paris²⁶</p>
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25 Photo: Olivier Legault

26 More info: www.lesgrandsvoisins.org, a project by Paris Metropole Aménagement, Yes We Camp, Association Aurore, and Plateau Urbain. Credit: Guilhem Vellut from Paris, France / CC BY (creativecommons.org/licenses/by/2.0)

Case: The Jubilee Park: lessons from experimentation as a method, Gothenburg, Sweden

Frihamnen, the former harbour area of Gothenburg, is part of the city’s waterfront redevelopment project “River City Vision”. It is meant to host 9 000 housing and workplaces by 2040. A municipal park is also planned under the leitmotifs “a meeting place for everyone” and the “swimming city”. The park development started in 2014 with a methodology called “placebuilding” – “platsbyggnad” in Swedish – focusing on the involvement of citizens to build prototypes.

This method allowed the testing of future features of the park as well as creating a new sense of belonging between Gothenburg citizens and the place, making it an iconic destination for the city. This project shows how temporary tools can help to create a sense of place and community through the context of repurposing an area.

As temporary urban interventions are often thought as a prelude for concrete hardware developments, we argue that they can

be thought about and used in a long-term perspective as tools to enhance the liveliness of a place, while always transforming it. More importantly, they embody the ever-changing character of a place, as people’s needs and external conditions might change over time, it is interesting to invest in integrating this flexibility, which in return suggests the need for new place-based governance models.

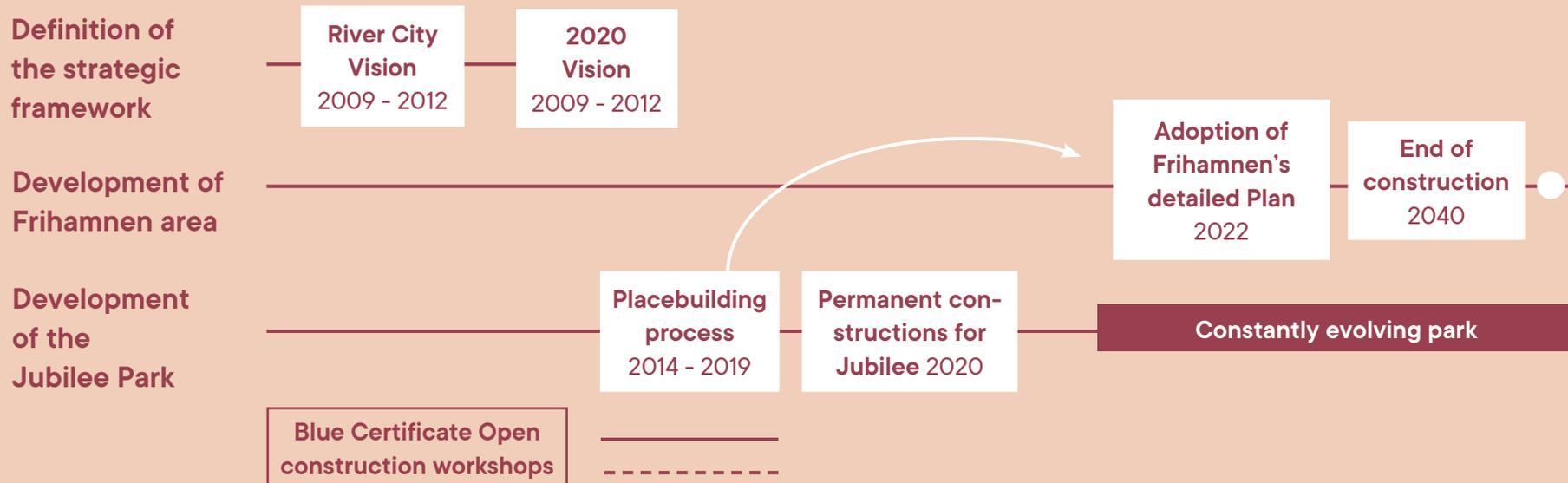


Figure 14: Development of the Jubilee Park: the role of placebuilding

4 Creating public life in places with low density

In the Nordics, efforts need to be put into concentrating people in public spaces all year round. Key factors such as manipulating flows of people, implementing

a diversity of functions, and working to make soft and populated edges are essential.

Manipulating the flows of people

For a place to be perceived as lively, active, and attractive, we need to direct the flow of people passing through to achieve critical mass. Rather have lesser routes and paths to concentrate people than disperse through shortcuts and a multitude of ways to every node. **Connection from nodes, and removing barriers** prioritizing pedestrians and cyclists, or reclaiming the street for people, are also ways to concentrate the flows. To watch people passing is a fun activity in itself and the flow of people provides a feeling of safety.

Concentrating the flows can also be done working with the scale of the place, making it social and moderate.

See Tool: The social field of vision on page 54.

Mix of functions and uses

A good place will have possibilities for a mix of functions, people, ages, locals, and tourists. Good places are where multiple things can happen simultaneously, for different groups, and at different times of the day, week, and year. These spaces can have a varied and mixed architectural typology, including old and new buildings, adding to the identity of a place. Recreational, creative, and playful non-commercial activities are sought by people such as games, dancing, climbing, painting, and water play. Learning about the place, about its art, nature, science, literature, and history is key when trying to attract youths and grown-ups alike.

Basic needs

A good place needs to facilitate for the basic needs of people.²⁷ If a place provides for these needs, it will make it possible for people to stay

and use the place for a longer period of time. These can include: public toilets, food, services, seating opportunities.

Working with a diversity of users and a mix of functions can also support ways of enhancing local social control in order to prevent crime and increase the feeling of safety by the mere presence of people (visitors and employees alike).

See Tool: The Power of 10 on page 55.

Working with the guidelines.

Selected examples*:

→
Manipulate the flows



1. Street leading down to Aker Brygge, Oslo



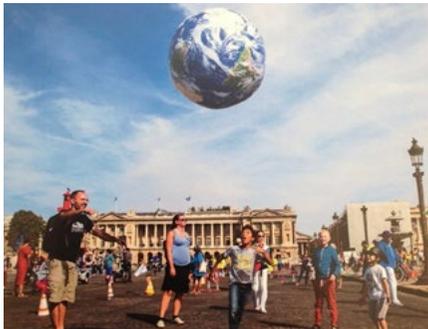
2. Redirecting traffic flows, Trafalgar Square, London



3. Summer streets to reclaim streets from cars, summer streets, Luleå



4. Car-free day, Champs Elysee and Place Concorde, Paris



→
Mix of functions



5. Shop & Café culture, Gardner Street, Brighton

*For more information on the examples, see details p.32



6. Old and new buildings in Kreuzberg, Berlin



7. Public Art, Millenium park, Chicago



Responsive urban environments create opportunities for recreation:



8. City Lounge, St Gallen,



9. Marine Youth House, Copenhagen,



10. Winter Hel, Helsinki



Soft and populated edges generate lively streets:



11. Streetscape experiment by Fine Young Urbanists, Riga.



12. Fyrkildevej, Link Arkitektur





Basic Needs



Provide seating with different positions for different natural conditions, levels for viewing/seeing, exposure and interaction. In most cases people like to sit at the edges of something, nearby a façade, tree or sculpture.



13. Aker Brygge



14. Movable chairs, Bryant Park, NY



15. Off ground, Copenhagen



Access to public toilets and drinking fountain:



16. Public toilets



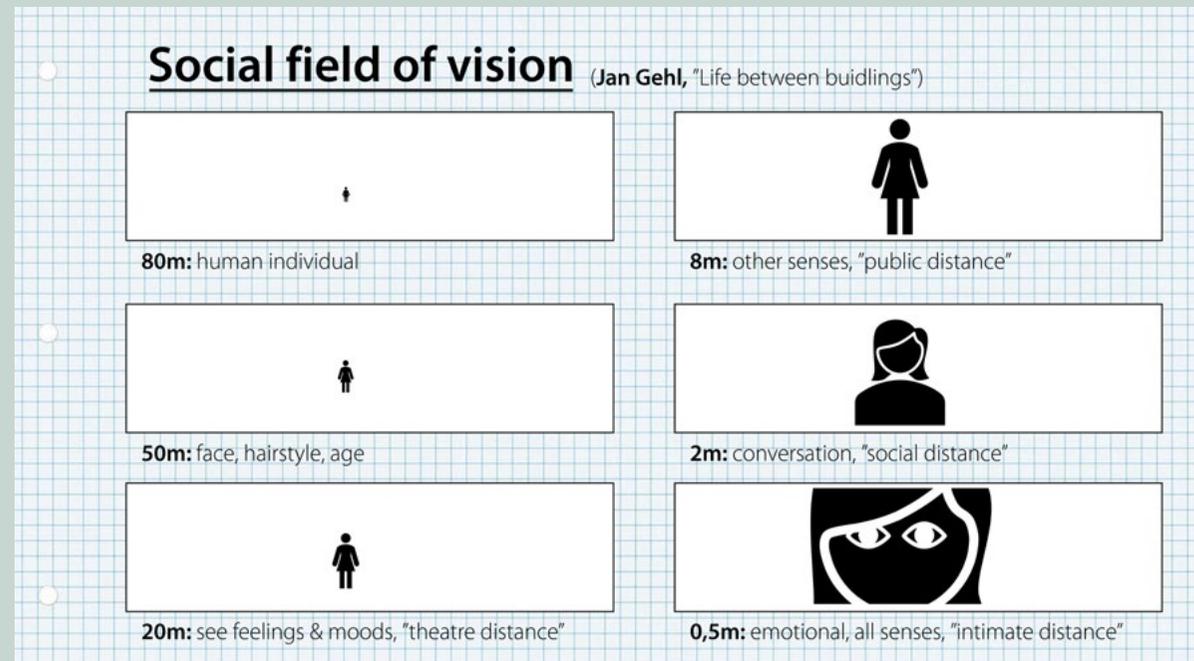
17. Map of drinking fountains, Paris

Tool: The social field of vision

Avoiding over-scaling public spaces is key, especially in an area where creating critical mass is challenging. Instead, we should think about the scale of our spaces in relation to human senses as personal contact enhances feelings of safety and comfort. This can be realised differently depending on the type of person we are. For instance, we want to have a clear idea of a person's intentions before getting too close. A rule of thumb is to be able to distinguish a person's face

at 10m distance even at night. At 2m we should be able to see clear expressions, even at night. When it comes to comfort, people generally feel crowded and uncomfortable when more than 1 person takes up a 2 sq meter space.

Our activity of seeing is very dependent on the distance between what you see and where you stand. We can, therefore, classify distances in relation to the human field of vision.²⁸



We can classify and measure the human senses to understand the impact of our urban spaces on them. What are the human senses and how do we stimulate them?

Feeling – activated by chill, warmth, breeze, windless, wet, damp. etc.

Smelling – activated by food, vegetation, wet grass, etc.

Hearing – activated by busy or calm spaces, children playing, water rippling, leaves rustling, music, shows, etc.

Taste – activated by food, drinks, snacks, fruit, water, etc.

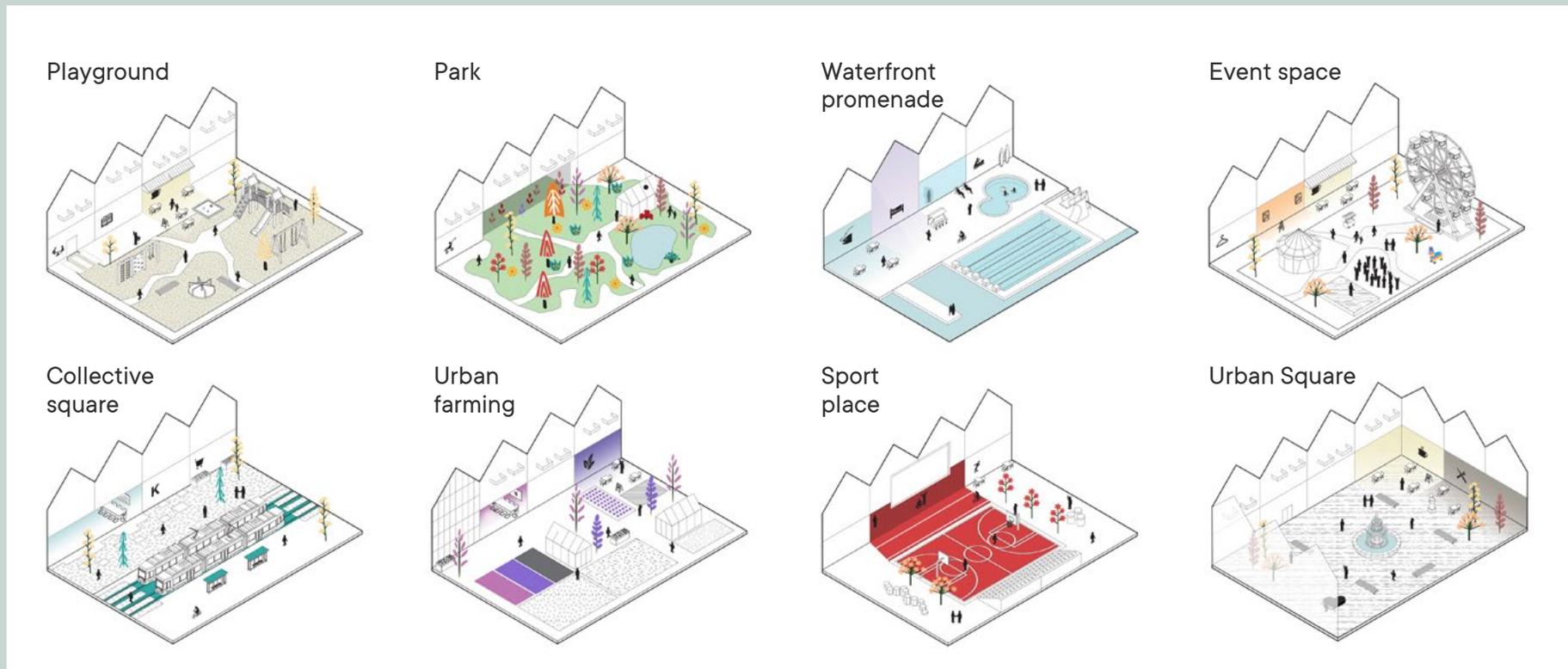
Sight – activated by attractive design, colours, lighting, etc.

Figure 15: Scale and human distance in the design of public spaces, Andreas Leebisch, Source: Gehl, 2010.

Tool: The Power of 10

This model developed by Project for Public Spaces shows that attractive places provide a density of activities, from the simplest to the most advanced: it may be sitting on a bench watching people or playing, to an ice-skating rink or café.²⁹ The Power of 10 is a guideline to achieve this by thinking 10 activities in a

place, 10 places per destination, 10 destinations in a city or region. This can be done by defining an overlapping programme that enhances the multiple-destination quality of the place.



Soft and populated edges

People don't like to stand alone in the middle of a large space; they generally prefer to stand and sit along the edges. Edges of spaces are key to activating a place. Activities in build-

ings, whether in a dwelling or a business, should be able to freely flow outside, in "hybrid zones" such as plinths.³⁰ Especially in areas outside city centres, working with functions at the street level creates vibrant environments. Working with soft edges is a powerful tool that

can be used also in places where there is no businesses to help populate urban space.

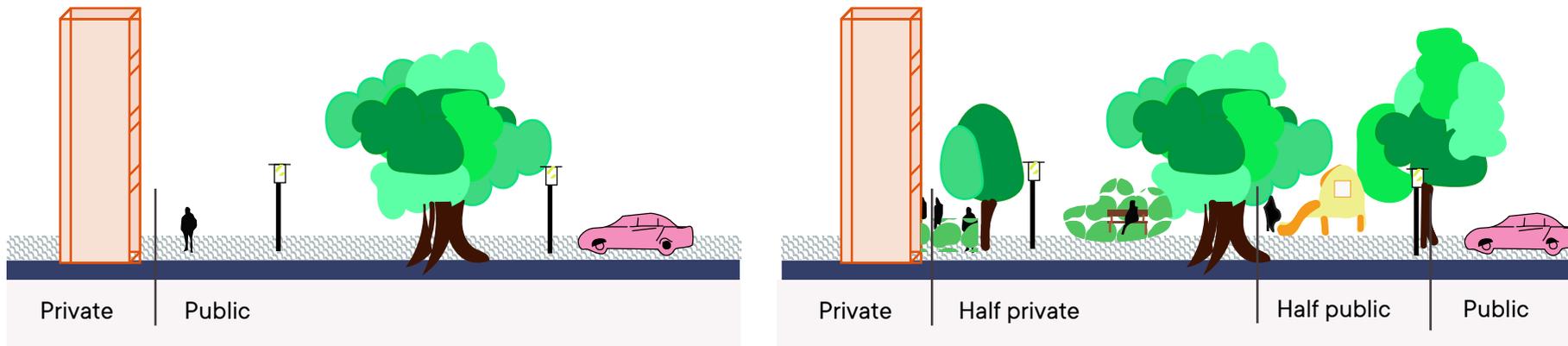


Figure 16: Creating soft and populate edges

5 Embracing the Nordicness

In order to attract people to spend time outdoors during winter, we have to make the cold and dark city attractive. Microclimate, sun, and shelter from the cold are even more important in the Nordics. There is

a need for attractive activities and destinations both outdoors as well as indoors, all year round. The city should be comfortable, beautiful, well-lit, and feel safe to walk through even on a winter night.

Basic needs in the Nordics

Shelters

Today we work with calculations and sun studies to design the best microclimate possible. Still, when it is cold other types of weather protection are also useful: when people spend longer periods of time outdoors, they will want to sit down and rest in a place protected from the cold and wind, where they can still enjoy looking at people. It is also important for a city to have a non-commercial indoors where people can meet and hang out. In order to sustain the feeling of safety, shelters should not create hiding places nor obstruct visibility or overview.

See Case: Indoor placemaking, page 61.

Lighting

Good lighting means an adequate level of light directed to or reflected toward horizontal surfaces, quite the opposite to ordinary street lighting that may be blinding. The light should also be friendly and warm.³¹

Feelings of safety can be promoted by:

- Having the right lighting at the right spot.
- Providing different types of lighting.
- Lightening up dark places even during the day.
- Using a coherent design of lighting throughout the area.
- Including architectural lighting for a good atmosphere.

Nature placemaking

Adding nature to the urban context contributes to people's wellbeing and can improve the impression of a place. But in the spacious Nordic countries with an abundance of nature, nature placemaking can become a real asset – especially for rural areas – to entice people to visit the natural environments. Placemaking could also be about creating exciting meeting places in nature, enhancing our natural assets, making them more accessible, and providing them with fun activities to spend longer periods of time.

- Creating destinations and meeting places in the nature. Make them accessible, provide for basic needs including shelters and enhance opportunities for socialising.
- Creating green corridors and ecosystems of life that will naturally continuously shift with the seasons.

- Natural elements can also work as multi-functional spaces and greatly add to the quality of our urban spaces.
- Water is a very versatile and playful element in the urban landscape.

It's not only about design

Management and maintenance are also important because clean and tidy places are perceived as more safe. Design can aid in good management and easy maintenance of a place. For example, by providing enough places to get rid of trash, automatic cleaning of public toilets, having damage-resistant materials, etc.

- Having a clean and tidy environment.
- Having regular cleaning inspections by dedicated personnel.
- Quickly reacting to and fixing vandalism and damage.
- Using materials that are long-lasting and resistant to vandalism.
- Always providing enough possibilities for the easy disposal of trash, also when it comes to temporary installations.

Working with the guidelines.

Selected examples*:

→ Winter Activities



18. Winter activities tested by the «Winter Lab» in Montreal



19. Sauna, fireplace, and hot tub at Snöskrapan, Stockholm



20. Ice skating under Totonto's Gardiner Express Way, The Bentway Project



→ Shelters



21. Protection from noise and wind, Paley park, New York



22. Geodesic dome, 360 bar, Budapest

→ Indoor public places

See more example in Tool: Indoor places



24. Marjorie Mc Nelly Conservatory, Minneapolis

*For more information on the examples, see details p.88



25. Oodi Library, Helsinki



23. Bridges offer undertapped potentials as sheltered spaces. Ammerud Underpass, Oslo



→ Lighting



26. Reflecting surfaces used to redirect sunlight, Solspeilet, Rjukan



27. Light installation under a dark bridge, Passage Yves Farges, Lyon



28. The Giant Talking Light, Lilla Torg, Malmö

→ Nature Placemaking

→ Revealing nature destinations



29. Norwegian national hiking routes.



30. Wanderscape Botkyrka



31. Glamping

Case: Indoor placemaking

Much has been said about public spaces outdoors. But sometimes, when the climate is harsh, people need to hide from the weather. It is important for a city to have non-commercial indoor spaces where people can meet and be. Traditionally, some indoor spaces have played an important role for communities, like community centres, libraries, swimming pools, sports facilities, saunas, and even churches. Using the sharing economy as a tool to produce collective goods by sharing spaces, edu-

cation, and tools offers new opportunities to reinvent spaces and activities.

Libraries and cultural spaces

What role do libraries and cultural spaces have in the twenty-first century? They can be places for meeting and interaction at the heart of communities, playful areas for creating, learning, consuming, and experiencing.

A fantastic example on a very grand scale is the new public library in Helsinki, Finland. Named Oodi or ode, it is a testament to the way the Finnish and via cultural proximity, other Nordic societies work. In short, they value in words and deeds the rights and freedoms of their citizens to access knowledge, acquire education, have equal rights and possibilities to fulfil themselves. Subsidised by local and national taxes, the entrance is free of charge.

Helsinki's new library does not only have magnificent architecture and a large playground outside for children of all ages, it also has a large area for small children too. Unlike most places, the children's area is not tucked away behind a corner to get rid of noisy children, but it is at its heart. In addition to its core function as a library, it also boasts cafés, a restaurant, a public balcony, cinema, audio-visual recording studios, and a makerspace with 3D printers.



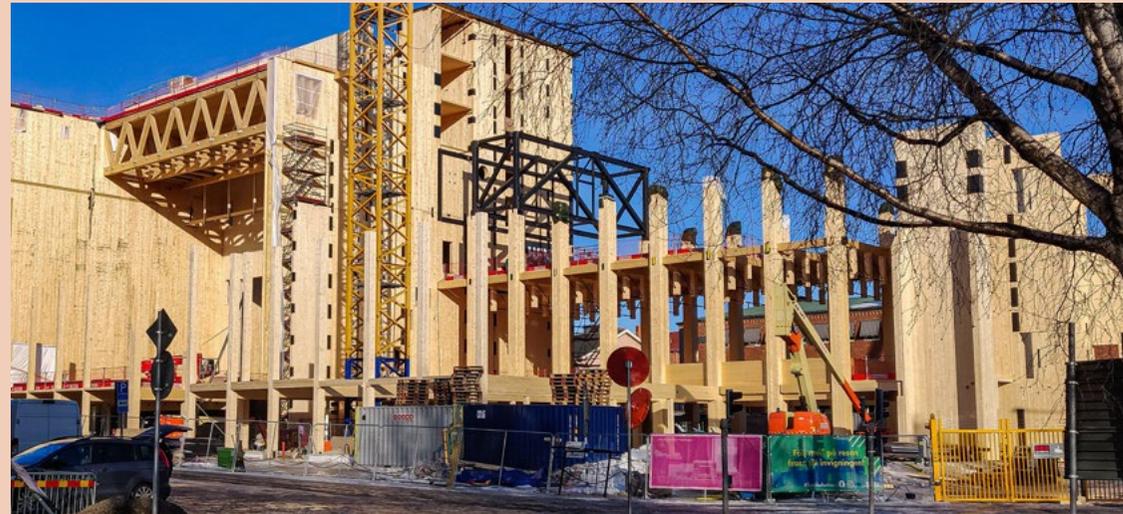
Oodi National Library, Helsinki, Finland. Photo: Ninaras - Own work, CC BY 4.0, commons.wikimedia.org/w/index.php?curid=7540503



Meanwhile use has been central to the development of Aarhus's new innovation district, Aarhus K. As part of their vision for the redevelopment of the former goods yard, the city, and philanthropist Realdania have invested in a centre for art and cultural production. The grounds also house a collective of start-ups previously resident on site. The renovated buildings provide a long-term structure for temporary activity: the program and occupiers of Godsbanen are expected to change as the neighborhood is gradually built out. At the moment, Godsbanen offers room for an exhibition and performance space, studio and makerspaces, a restaurant, open workshops, and guest apartments for residencies. 70 people rent an office on-site, the university and training provider use the makerspaces for workshops, and since its opening in 2012, 130 startups have been registered at Godsbanen.

Skellefteå in northern Sweden is building a new culture house at the heart of the city, with plenty of space for exhibitions, conferences, extracurricular activities - and simply space for people to hang around. Here the city combined galleries, museums, event spaces, conference facilities, and a 300-room hotel. All of this helps to create a viable critical mass for the city's new public space. It will be called Sara Kulturhus and it is designed by White Arkitekter.

SARA Culture House in Skellefteå, Sweden. Photo: Spisen / CC BY-SA (<https://creativecommons.org/licenses/by-sa/4.0>)



Vacant spaces and temporary use

Leasing vacant premises for temporary or non-temporary use can be a way to create new indoor meeting spaces. While giving opportu-

nities for project owners to develop meaningful ideas for the community, it supports the liveliness of surrounding urban areas. Both Ta Plats i Övik and Sparkling Spaces in Arendal are cases featured in this handbook that show

how communities are taking control of their empty properties.

Camden Town's Business Improvement District is running Camden Collective, a charity offering free workspace to entrepreneurs by bringing empty buildings back into use. Collective's mission is to retain Camden Town's ability to nurture innovative businesses. Camden Collective is transitory – they have managed over a dozen properties in the town centre and have supported more than 500 companies.



Former London Temperance Hospital where the Camden Collective runs a coworking space.
Photo: Robin Stott / Former London Temperance Hospital

As one of the partners in the project Placemaking in the Nordics was the city of Utrecht, we paid them a collective visit in September 2019. Among the many interesting placemaking projects, we found an indoor public space: the Werkspookkwartier. This is an old industrial area that is being transformed into spaces for creative companies and start-ups, workspaces, and experimental art spaces. By renovating and restructuring 10 000 m2 of existing buildings and warehouses, the city is preparing the grounds for a new circular and sustainable urbanisation of Utrecht.

Werkspookkwartier, Utrecht, The Netherlands
Photo: Placemaking in the Nordics



Jewel Changi Airport in Singapore
Photo by Samuel Toh on Unsplash

What to do with old shopping malls or massive indoor spaces? How to make more green spaces - yes, indoors and during winter. Perhaps they can be turned into indoor parks? The Jewel is an example from Singapore. This is a nature-themed entertainment and retail complex on the landside of Changi Airport. Its centrepiece is the world's tallest indoor waterfall, which is surrounded by a terraced forest setting. The Jewel includes gardens, attractions, a hotel, aviation facilities, and more than 300 retail and dining facilities. It covers a total gross floor area of 135 700 m2, spanning 10 stories - five above-ground and five basement levels. Jewel receives about 300,000 visitors a day. In October 2019, six months after its soft opening, it had already welcomed 50 million visitors. Regardless of scale, here is some food for thought.

Makerspaces

Makerspaces, also sometimes referred to as hackerspaces, hackspaces or fablabs, are shared creative and DIY spaces where people can access hardware and digital tools, and gather to create, invent, and learn. They can be connected to other premises like cafés or have large spaces in front of them where people can

gather to read a book or spend time and enjoy the presence of other people.

Here people can borrow or lend virtually anything, from books to tools to kitchen appliances. It creates a very practical and democratic arena that attracts people. The new sharing economy is showing us a new social enterprise: lending everything from drillers to wetsuits is one of a new breed of organi-

zations pitched as a democratic alternative to Uber and Airbnb. The idea is not so new, tool libraries have been around since the early seventies. A real boom has started now due to a simplified system through online membership and booking.



Case: Illustrating placemaking guidelines in Lilla Torg, Malmö

Lilla Torg is situated in the old town in central Malmö. A study conducted by Jernhusen in 2019 cited the square as the most public life intensive square of Sweden. Most people stay on Lilla torg to sit on a bench, talk to friends, eat at an outdoor restaurant, or buy something in a shop than anywhere else in a public space in Sweden. While 4200 people are measured per hectare per hour on Lilla Torg, the figure is only 1900 for Kungssportsplatsen in Gothenburg, and 800 for Stureplan in Stockholm.

Lilla Torg exemplifies the different guidelines described in chapter three of the handbook “Create - How to create good public spaces in the Nordics”.

Concentrate the flows of people: Lilla Torg accommodates and maximizes space for pedestrians, there are cycle parking spaces and the access road is diverted to the perimeter of the square.

Mixed programming and functions: Lilla Torg has multiple uses around its relatively compact urban space. Ten restaurants, two cafés, two bars, a shop, and a gallery share the limited space around the square. In addition, historic buildings, an arts and crafts shop, a

Photo: Wamba Wambe/CC BY-SA (creativecommons.org/licenses/by-sa/3.0)



sculpted fountain, and a temporary giant lamp are found on the square.

Basic needs: The square has ample opportunities for food and drink. There are also benches and a public drinking fountain.

Climate: There are spaces to sit in the sun and shade. Spacious awnings trap the warmth and provide cover from the rain. The square’s relatively small dimensions protect it from

strong winds.

Nature placemaking: Places in the urban context don’t necessarily need intense vegetation. A couple of mature trees and some potted plants provide a green background to Lilla Torg.

Temporary interventions: Lilla Torg is the historic site of a food hall. Even today it makes room for temporary markets and food stalls.

Case: Placemaking and safety, Sergels Torg in Stockholm, Sweden

Sergels Torg is the central square of Stockholm. Located 10 meters below ground level, it is partially covered by infrastructure and a fountain, including a pillar statue. Sergels Torg has often been associated with drug dealers and crime, and has been a place which many just pass by or hurry through. But the perception of the place has changed positively since the managing organisations (City i Samverkan together with the city district and the police)

have put more effort into the maintenance and programming of the place. Efforts carried out include:

Maintenance: cleaning, renovation, and aesthetics were the first priority before moving on with other actions, such as the arranging of events.

Control: During the summer of 2018 City i Samverkan got the opportunity to establish a local office at the square, occupying a vacant prop-

erty. This allowed the organisation to establish a presence at the square by employing a person who was responsible for the square's operations: a place manager. The office functions as a base for daily activities such as social work, cleaning, placing seating, activities, and daily presence, all to make the square feel more like a living room.

Programming: During the summer of 2019, more than 100 different events were arranged: from theatre performances and art exhibitions, to organised activities, seating, and decorations.

As a result, the percentage of people lingering on the square increased from 15% in 2018 to an impressive 45% in 2019. It was observed that more people stayed and used the square when there was seating available and some attractive content, like activities or decorations (such as Christmas lights). Official crime statistics from the police also show a decrease in crimes between 2017 – 2018. Overall crime reported in connection to Sergels Torg went down by 17%, violence reduced by 18%, and shoplifting decreased by 35%.



Photo: bergsten / Public domain

Manage

Managing places
in the long-term.

1 Measuring change

2 Place governance

Case: The Theatre Square Association in
Rotterdam, The Netherlands

Case: Stavanger's City Impact district
model, Norway

3 Place branding and placemaking

1 Measuring change

In order to sustain a placemaking effort in the long-term, the collaborative process may need to be turned into a more formalised management and governance model. While chapter 2 discussed stakeholder engagement frameworks, this chapter outlines key

steps for for long-term management, including following up on your effort. This section focuses how to measure change and monitor the results of your actions.

Monitoring the effects of your work can help:

- Understand where you are in the process, and how or if each action has contributed to the goals set up in the place vision.
- Motivate stakeholders and keep them involved by demonstrating results.
- Adapt, whether it be experiments, goals, defining new problems, challenges, qualities, stakeholder involvement, and governance models, etc.

The guidelines developed hereafter are inspired by the Social Return On Investment model (SROI), used to measure the social impact of organisations.³³

Measuring is a lot about setting goals

Measuring is a lot about setting goals and expected results for a project, and it's something to think about when working on the place vision. They relate to two categories of results:

- Outcomes are the change that has taken place with the place, for the target groups or for the stakeholders. The outcomes wished for should be expressed in the place vision as **WHY Goals** since they reflect the “raison d'être” of the project. Example: a vibrant and resilient community, a place where people feel safe, decreased loneliness, an attractive place for people and businesses. Outcomes can be different for different stakeholders and target groups. Many outcomes are difficult to measure directly, especially when

it comes to capacity and relationship building. To measure outcomes different indicators are used. Indicators allow you to measure change, and validate whether an outcome has happened and to what extent. Often more than one indicator is needed.

Choosing indicators often helps in setting the **HOW goals** - or the action that you will implement -, since they often give a direction for how to succeed. For instance verdure has a strong connection with wellbeing and therefore an increase in green areas can be used as one indicator (or several) to measure how the built environment supports people to lead a good life. A HOW goal of the project might then be to plant trees on a square.

- Outputs are the quantitative consequences of an activity, or what has been created at the end of a process. Outputs

are easy to measure, but don't constitute an outcome in themselves. Outputs however might be indicators of the outcome. Since outputs are easy to measure, it is a common mistake to measure outputs instead of outcome and therefore miss the point, i.e. measuring whether the change wished for has occurred.

Example: number of meetings, number of participants, physical improvements carried out, number of public events per type, etc.

Measuring change: How and When?

A few other concepts are important to have in mind when monitoring outcomes:

- Inputs: what your organisation and stakeholders have contributed in order to implement activities, it can be money, time, human resources, goods, etc. It should represent the full cost of delivering the project.

- Activities: the actions aimed at creating the desired change

It can take time to see the desired outcome happen, not because the process is inefficient, but simply because it does take time for the change to happen. In this case, you might want to consider looking at intermediate outcomes, which together will describe different stages in the change process.

Inputs	Example output	Outcome 1	Outcome 2	Outcome 3
Staff Money	Bottom floor revitalisation	4 citizens meetings, 400 people touched overall	Liveable and attractive street	Number of visitors Number and type of destinations
		Redesign of 3 façades	Ownership of the street by local actors	Activities and improve- ment organised by local actors
		Support to 10 shop owners		Number of observed sociability at the street scale
		1 street event, 1500 peo- ple touched		Number of residents reporting a positive feel- ing of the place

Table: Summary of the different components to measure change.

Why Goal	How Goal	Outputs	Outcome 1	Outcome 2	Outcome 3
A vibrant place which promotes art and culture for all	Summer outdoor cultural programme	3 seasonal exhibitions 3000 people reached	Activation of the place during the programme	Secondary cultural and artistic activities created by citizen and local organisations	Increase in the liveliness and cultural profile of the area even during winter.

Table: Examples of intermediary outcomes.

How to measure indicators?

There are different ways of measuring indicators. Generally digital indicators require less effort than manual to obtain. Third party statistics are often quick and easy to obtain, place observation intermediary and indicators monitoring subjective experiences usually are the most time consuming:

- **Statistical data obtained from a third party.** They make it possible to compare the place to other areas.
- **Place specific observations:** They can either be done by monitoring digitally or by manual observations. Digital monitoring could, for instance, tell how busy a place is at different times of the day. Manual observations can tell more about the qualities of the place and people's behaviour.
- **Individual's experience:** These again can be done with digital surveys or interviews. A digital survey might create a map of where people feel safe or unsafe. Interviews are of course the only way to

really dig into how an individual perceives a place. When working with individual's experience, it is important that you have identified your stakeholders and target groups.

Following on page 72 are examples of indicators you can use to analyse the space and measure the results of your projects.

Tips to choose indicators:

- Measure what is important rather than easy
- Avoid indicators that are too difficult or expensive
- Indicators should measure the extent of the outcome
- Use more than one indicator if possible

Understanding where you stand: the baseline value

In order to measure change and evaluate the impact of an action, you need to set a "baseline value". The baseline value is the situation

0 that will serve as the reference point to follow-up on your outcome. Place analysis and setting the baseline value are two different activities. As the results from the place analysis can help when gathering information for the baseline value, the latter is solely constricted to your outcomes and associated indicators.

Collecting outcome data

- Use available data from your organisation (records), governmental or academic resources
- You can produce additional data by conducting interviews, focus groups, workshops, or use similar collective tools as the ones presented in the "Place Analysis" section.

Examples of indicators following the framework for sustainable places can be found in Appendix 1.

Measuring change and the Nordic placemaking model

The following figure integrates the methodology to measure change with the placemaking model we use in this handbook.

- As a result of the mobilisation, identify the how and why goals (outcomes and outputs) and corresponding indicators.
- Establish a baseline value.
- Implement activities and report outputs.
- You can evaluate an outcome after the activities have been realised. It could be interesting to measure over different periods of time.
- Inform stakeholders of the result, and iterate.

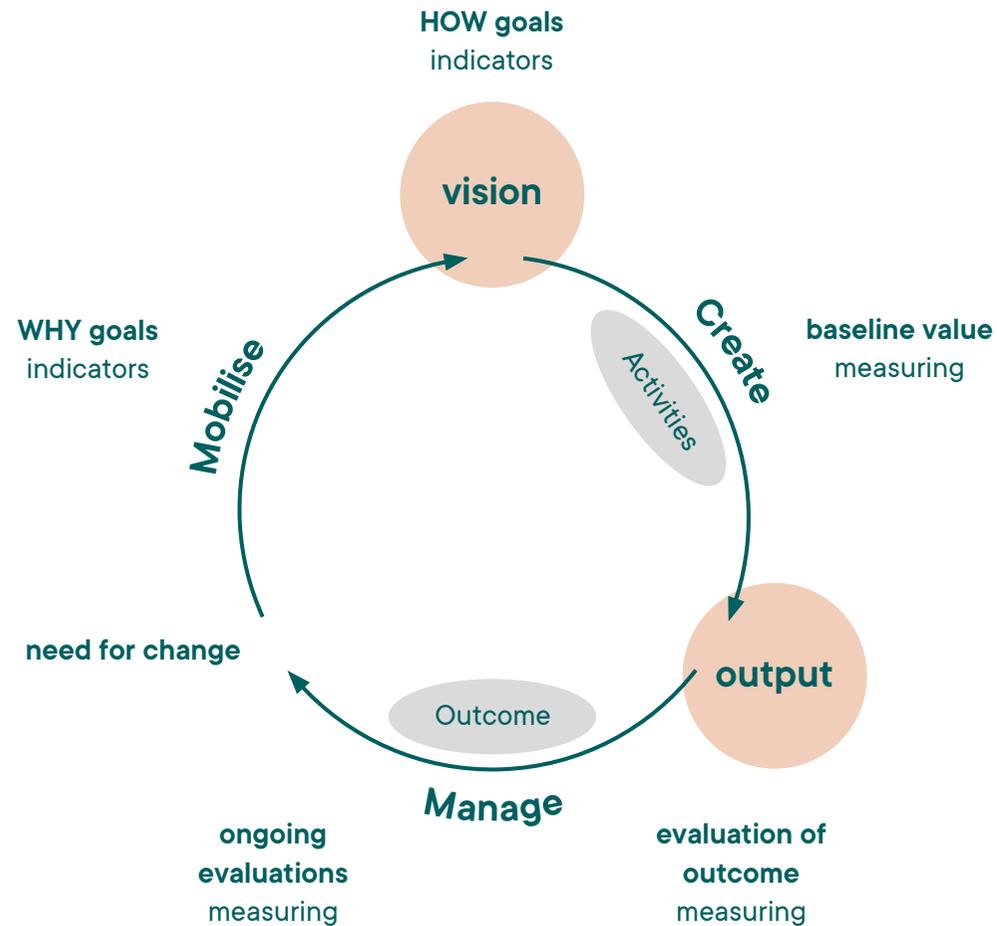


Figure 17: Measuring change and the Nordic placemaking model

2 Place governance

Place collaboration and long-term management of placemaking – from projects to place-based governance

In order to sustain a placemaking effort in the long-term, stakeholder engagement may need to be turned into a more formalised management and governance model.

The starting point: Improving a place is a project that will never really be finished.

Also, placemaking is, in essence, a collaborative effort, leading to the critical question: How can long-term collaboration be set up to ensure the active participation of all necessary stakeholders?

We call this place collaboration in a multiple-stakeholder setting. We define place collaboration as the collective action of stakeholders that have a relationship with a particular place, such as residents, municipality, property owners and developers, retailers, and community associations.

In this light, ensuring the long-term survival of placemaking efforts has proven to be a major challenge,

for a number of reasons (that will be discussed in the coming pages). There is an over-reliance on projects in placemaking as well as other related fields such as urban development and planning and place-based economic development, exacerbated by funding mechanisms that are very often project-based, not process or place-based.

While chapter 2 discussed stakeholder engagement frameworks, this chapter outlines success factors for long-term place collaboration as well as proposes models for long-term management and governance, including financing.

Building long-term place collaboration – challenges, opportunities, and tips

Successful placemaking hinges on the ability to create synergies and collective action between different stakeholders representing different sectors, such as the public sector, industries (e.g. real estate and construction sectors, tourism industry, retail, community associations/civil society, cultural sector, education, and residents (see chapter 2 for an overview of stakeholders)). What's more, placemaking relates to many different development processes such as business development, urban planning, destination development, culture, retail and city-centre development, to name a few.

All in all, this means that hurdles to place collaboration and silos within and between organisations and people need to be bridged – ensuring that the expertise, creativity, resources, and motivation of all sectors can be unlocked in placemaking.

In addition, one challenge lies in building place collaboration organisations that strike a balance between democratic and participatory governance on the one hand, and effective management and stewardship on the other. Different places will have different challenges to adapt to, yet there are some common challenges, and therefore tools and strategies to

cope with them. We need to find approaches that are multi-sectorial, democratic, and balanced, where no one dominates – not economic, special interests, nor other kinds of interest.

Against this background, place collaboration takes time and energy and new skills need to be developed along the way. Therefore, long-term commitment and engagement in the place is vital to succeed.

General characteristics of and lessons learned for multiple-stakeholder place collaboration include:

Lack of clear mandate: In a place collaboration process, no organisation tends to have the mandate to decide over other organisations. All participants should ideally participate as equals and peers.

Control and change: No one can fully control a place collaboration. The makeup of partners and the context will be in constant change, which requires energy, patience, new skills, and continued efforts. An effective and well-functioning place collaboration needs to enable a place organisation/management with a clear mandate to act on behalf of the collaboration. This coordinating function also follows up on the common goals to ensure that all participants do their share - and thus make sure that the work progress.

Different goals: All stakeholders in a place collaboration will have somewhat different goals and agendas. It is therefore impor-

tant to identify common goals and a shared place vision (ideally developed already in the early mobilisation phase, see chapter 2).

Communication and way of doing things: Different organisations and stakeholders will have different ways of doing things and professional language will differ.

Time-consuming: Place collaboration is more time-consuming than working within a single organisation. Set aside enough time for collaboration.

Relationship to home organisations – independence and backing: The stakeholders need to be able to act somewhat independently from their home organisations and take decisions without running every decision by the home organisation. This requires that participants have a clear mandate to act independently. At the same time, many decisions will need backing by the home organisation as true collaboration quite often necessitates internal changes in the participating organisations.

Build trust and legitimacy through quick wins: As for change leadership, it might be beneficial to first carry out activities that are easy and quick, and wait with more challenging and time-consuming tasks³⁵.

35 Sammen om and Bottheim, 2019; Kommunal- og moderniseringsdepartementet, 2018; Chrislip, 2002

36 Sammen om sentrum, www.regjeringen.no/contentassets/85a9c75cb66f4fcb9f55136cbe437a5e/no/pdfs/07_eksempelbyergmavnibr_alttekster_des_19_original.pdf

Management and governance models

The need for systematic and sustainable management and governance typically presents itself at the end of a temporary pilot project or when placemaking efforts go from one project to several projects or from one place – a park, a part of a street or square for example – to a bigger place or several places.

A more formalised collaboration around a place has many advantages, including that:

- It becomes less dependent on individuals and therefore less vulnerable.
- It creates a sense of ownership among different community stakeholders.
- It helps define clear expectations and roles for stakeholders, and gives higher predictability.
- It regulates responsibilities.
- It promotes co-financing³⁶.

Placemaking oriented management and governance structures also play a critical role in linking the formal top-down planning approach with bottom-up placemaking perspectives and in moderating and mobilising the different interests of public, private, and community stakeholders. Through such structures, stakeholders can play an active role in programming the space and organising different activities.

There are many viable options for a place that wants to create management and governance structures beyond one project, ranging from the simplest form of informal working groups without their own budget to full-scale legal entity organisations with a mandate to develop a place.

A selection of models:

1. Informal coordination models
2. Public model
3. Community associations
4. Business Improvement District (BIDs) inspired models
5. “Super BIDs”

Informal coordination model

This model typically relies on forming working groups that work towards a common goal and/or based on a common strategy or action plan. These can have a budget to fund new initiatives or rely on in-kind contributions of the members, pool funds for individual initiatives on an ad-hoc basis (from each member) or apply for funding from municipalities, foundations, public-private schemes or national or EU programmes.

An example of this model at work are the cross-sectoral working groups that are part of the stakeholder management model of the Municipality of Åmål (read more about this in chapter 2), where a number of working groups have agreed on an action plan, strategically

guided by an overall Urban Environment Programme. Funding for activities is secured primarily by proposing activities for funding by the regular municipal budget or from an activity fund where the municipality matches private and community sector contributions by 100%.

Pros, cons, and considerations of the model:

- The model is relatively quick to set up as it needs no new organisations or legal frameworks.
- The flexibility of the model allows for being creative and innovative by making it easy to involve stakeholders.
- As all collaboration is voluntary, it is difficult to command any stakeholder to implement activities and there might be a challenge to sustain engagement in the long-term.
- This model is highly dependent on the engagement and motivation of a few chosen individuals and their organisations, so it is very important to carefully choose the right people.
- The model may work better in smaller places or municipalities, where power distances are smaller and people know each other.

The public model

This model relies on the public sector as the prime actor in the management and governance, and typically also funding of placemaking initiatives.

An example is Älvstranden Development in Gothenburg, Sweden, which runs a placemaking programme called “place building” (also described in chapter 3), aimed at engaging citizens in programming areas and activities in this large redevelopment area of the city. The Älvstranden Development is a public company owned by the municipality and the board is comprised of politicians from the city hall.

Pros, cons, and considerations of the model:

- The model allows for a somewhat quick implementation of new initiatives as the municipality does not need to consult with too many other stakeholders before launching new initiatives.
- The model may risk losing out on engagement, creativity, and funding for projects and initiatives from the private and community sector, as these are typically not represented as members or on boards. One way of compensating for this is to make sure that the private and community sectors are represented on working groups, advisory boards, and individual projects and initiatives.

Community associations

Community associations are typically operated according to a Business Development District principle (BIDs, read more in the next section), where different stakeholders in a place contribute with work and funding. They can comprise only community and private actors (other business associations, cultural institutions and companies, etc.) or also have the municipality as a member. The difference between a community association and a BID is typically that community associations have more focus on the well-being of the residents or the development of non-commercial activities, while a BID focuses more on the commercial aspects such as retail, shopkeepers and property owners.

A case in point is the place management and governance of The Schouwburgplein (Theatre Square), situated in the city centre of Rotterdam, the Netherlands. The programming and activation of the square is managed and governed by the association Vereniging Verenigd Schouwburgplein. Read more about the association and its work on page 77.

Pros, cons, and considerations of the model:

- An advantage is the democratic legitimacy of the model, having the potential to represent many different sectors and interests.
- It has the potential to empower participating stakeholders with the legitimacy and freedom to be proactive in proposing activities, which in many cases has been

outsourced by the municipality.

- The model may take time to build up as it takes time to get the actors involved on a voluntary basis, this is particularly true of many voluntary community associations.
- The same applies to funding; as many community associations and cultural institutions struggle with low margins, they may have difficulties contributing to funding.

Case: The Theatre Square Association in Rotterdam, The Netherlands

The starting point for the association Vereniging Verenigd Schouwburgplein came in 2008 when the city council in Rotterdam made a proposal to the cultural institutions: that the municipality would invest in physical improve-

ments to the public space, while the institutions would program events outside their buildings to activate the square. Nine cultural institutions, community organisations, and the local business association are represented on



Photo: Fred Romero from Paris, France / CC BY (<https://creativecommons.org/licenses/by/2.0>)

the association. The objective of the association is to strengthen the square as a welcoming, hospitable metropolitan cultural plaza for all Rotterdammers and thereby economically strengthening the area. Since its inception, the association has worked on a multi-annual program to activate the square aimed at turning it into a more pleasant place. In recent years many changes have happened. For example, mobile seating and a small outdoor stage have been placed on the square. Governance and alignment between initiatives are ensured on the basis of a location and activity profile in which the character of the square and the type of activities are determined. Coordination also takes place with the other squares in the city to align activities and events.

The funding model has been a combination of public project funding and private membership funding. The private and community members also contribute with working time.

Read more about the case:

www.thecityateyelevel.com/stories/slippery-squares-and-concrete-buildings

Source: Stipo, 2016, *the City at Eye Level*

Business Improvement District inspired models

Business Improvement Districts (BIDs) are a place management scheme that originates from North America and is mostly used in countries where private or semi-public public space management is common. Countries such as the USA, Canada, Great Britain, and to some degree Germany have a specific BID law, requiring businesses in a given geography to pay taxes or levies in order to fund projects within the district's boundaries. The main aim of BIDs has traditionally been to strengthen a place's competitiveness and increase business revenue and profits in the area.

None of the Nordic countries have BID laws, but BIDs and BID like structures have nonetheless surged in use in the last decade, as an answer to deal with place-based challenges. These are typically funded by the individual members. Another difference between the "BID countries" and the Nordics is that the public sector has a larger responsibility for local development. BIDs in the Nordics, therefore, are more focused on complementing what the public sector is doing in terms of place development, not to replace it³⁷.

A BID may be operated as a profit association, a limited company, a public-private non-profit organisation or association, or in some cases as a quasi-public entity. See the Stavanger case as an example of where the scheme began as an independent public-private

entity but that was granted a status as a quasi-public entity.

A survey done by the Nordic Placemaking project showed that BID like and other related place collaboration structures tend to be non-profit or profit associations in Sweden, profit associations or limited companies in Norway, and non-profit associations in Finland.

In the Nordic BIDs, funding typically comes from a mix of public and private sources, or only private, through membership fees, service fees, and project contributions. In some rare cases, funding comes only from the public sector.

The governance of a BID is typically the responsibility of a board and/or steering committee composed of some combination of property owners, retail, other businesses, and government officials. The management of a BID is the job of a paid administrator, usually occupying the position of an executive director of a management company. A BID can also set up advisory boards or working groups around specific actions with a broader composition of stakeholder representatives.

Pros, cons, and considerations of the model:

- BIDs can be a very powerful way of ensuring collective action in a geographic area, where everyone contributes to its development.
- It is the basis for a long-term, sustainable, and economically viable place collaboration.
- It is key to make sure different stakeholder

interests are represented in a BID, for example through the board or advisory board, and/or involvement in the work, so that commercial interests are balanced against social, cultural and environmental interests.

- BIDs have been criticised for being undemocratic in the sense that they concentrate power in a geographic area into the hands of a few.

"Super BIDs"

A variation of the BID is the super BID which is a management and governance scheme that covers an entire city or a large share of a city. These schemes can also be set up to coordinate the work between several BID like structures and/or placemaking related projects. Funding for these types of organisations comes from membership fees and project contributions from the municipality.

A case in point is the City Impact District (CID) in Stavanger, Norway, which is made up of different BID like organisations as partners, instead of individual property owners or retailers that are typically members of a BID.

Case: Stavanger's City Impact District model, Norway

The City Impact District in Stavanger is a national pilot project in Norway. It is a variation of a BID, but with three different BID like organisations and the municipality as members, that in turn represent the business sector, property owners and retailers. These are the Municipality of Stavanger, Stavanger Sentrum AS (the city centre organisations with about 250 stores, restaurants, cafés, and other service industry companies and property owners as members), Urban Sjøfront AS (20 property owners in the eastern part of the city) and Grønn By (a foundation and network supporting green growth in the region). The joint ambition is to make Stavanger more attractive for shopping, working, living, and culture. A range of collaboration partners are involved in different sub-projects – both thematic projects for the whole city and specific projects focusing on a particular place in the city (in total eight of them, hence the name “districts”). Since 2019, the CID has changed its legal status and become a formal part of the municipality decision-making structure, and as such can propose policies to the political decision-makers.

Pros, cons, and considerations of the model:

- A super BID can play an important role as a bridge between, on the one hand, the formal “top-down” governance tools of a municipality, such as master plans and public policies, and, on the other, the “bottom-up” engagement activities such as placemaking-related initiatives taking place in the city.
- There needs to be a clear division of responsibilities between a super BID and its member organisations and projects that typically work with specific public spaces, so that the extra governance layer can complement the more operative work with a strategic focus. For example, the super BID can be responsible for the long-term strategic city development, working with overall priorities, experimentation with new initiatives, strategic plans and knowledge building, whereas the individual member organisations focus more on city attractiveness, for example by promoting revenue of the retailers in the city centre, more street life on a day-to-day basis, organising events, and not least engaging residents

and other stakeholders in placemaking efforts.

- A success factor for a super BID is to be able to link city-wide strategy to clear results in the city environment; the way to really keep members engaged is to be able to translate a strategy and strategic objectives to clear, daily results, actions and success stories that are seen by the members.

Other financing models

Going from project-based financing to a more sustainable long-term financing model is a key challenge for any placemaking related collaboration. Innovative and collaborative financing models are needed to build and run long-term placemaking initiatives.

The above-mentioned management and governance models also represent financing models. In addition, participatory budgeting and crowdfunding are interesting policies to consider for cities, community associations, and other place collaborations as well as real estate and construction companies. The starting point is that finding new, innovative ways to raise capital has become an important task for improving public spaces and to steer co-creation.

Participatory budgeting

Participatory budgets can be a powerful tool for inclusive and accountable governance in placemaking. Used in the right way, they allow cities and municipalities to engage their citizens in placemaking, along with strengthening their governance. An innovative policy-making tool, it involves citizens directly in budgeting decisions.

A successful example is Paris. Since 2014, Paris runs a participatory budget scheme to improve the city. One of the most comprehensive participatory budgets in the world, it lets the residents propose ideas for and vote on what 5% of the city's budget will be spent on each year. Thousands of proposals are submitted each year and must pass a feasibility study before qualifying for the final citizens vote. The Paris scheme, as well as one launched in Lisbon in 2008 have helped kick off a wave of initiatives across Europe, and similar projects are underway in Milan, Glasgow, and Madrid³⁸.

Crowdfunding

Another funding model on the rise is crowdfunding, where many different organisations and people contribute to funding. Using social networking, a large pool of investors commit low sums each. The advantage of the model is that it may bring a sense of greater public participation in urban development.

Read more about crowdfunding in urban development in this URBACT article: www.urbact.eu/crowdfunding-city-futures

Also, see appendix 2 for possible funding sources to run placemaking projects in the Nordic countries.

Overview of management and governance models

Models	Main characteristics	Example	Considerations
Informal coordination model	Informal multi-stakeholders working group, taking actions based on a common strategy or action plan	Åmål (see case study page 25), Sweden	<ul style="list-style-type: none"> • Quick to set up and get stakeholders involved • Stakeholders' commitment is non-biding • Person-dependent
Public model	Publicly owned organisation or company	Älvstranden Development, Gothenburg, Sweden	<ul style="list-style-type: none"> • Easy to implement • Requires to involve other stakeholders in other ways
Community associations	Association operated and funded by different interest parties.	Vereniging Verenigd Schouwburgplein, Rotterdam, Netherlands. See page 77.	<ul style="list-style-type: none"> • Broad engagement • Difficult to set-up and sustain finances
Business Improvement Districts inspired models	Place-management scheme operated through a public-private partnership. It is funded by members through membership fees, service fees, and project contributions		<ul style="list-style-type: none"> • Can be operated in different legal formats • Requires to balance interests
Super BIDs	Similar to a BID but focuses on a larger scale (management of different places, or the whole city)	Stavanger's City Impact District model, Norway. See page 79.	<ul style="list-style-type: none"> • Bridges top-down and bottom-up initiatives • Requires a clear division of responsibilities

3 Place branding and placemaking

Place branding is a strategic and economic development tool that can support placemaking processes in achieving their goals. For instance, branding a place can be about supporting a country, region, city, or district to becoming CO2 neutral. Such a process entails a lot of work over a long period of time, earning the place a reputation or brand. Placemaking and working with public spaces can have a very tangible impact in such a context.

A place brand is not a slogan or a logo. A brand, in general, is the sum of the images, ideas, and stories associated with a product, service provider, or even place. Cities like New York, Paris, Berlin, Zurich, Amsterdam are all brands in their own right and have a reputation to match. We think of them or any place and get a feeling, an opinion in our heads. This affects our decisions to visit, invest, or live in a place.

Places can only earn a reputation

The fundamental thing to remember is that places can only earn a reputation. It no longer

makes any difference if a country, region, city, or innovation district claims to be innovative, sustainable, friendly, cool, safe, or anything else. Think of it as greenwashing: consumers have developed a certain literacy and will understand if your company's claim of being

climate-friendly lacks actual substance. What is more, the airwaves are saturated with information and as with products, places to need to fight for attention.

If a place does something that matters to us, then we take an interest. Consider Copen-

At a time when international competition between cities is growing, and where there are divergences between image and realities experienced in the territory, working on a place brand is increasingly important. Perceptions play an important role. If a place is perceived as unsafe or boring people will not go there. Rest assured: as a rule, there is a gap between how a place is experienced by locals and how a place is perceived by others.

“Your brand is what other people say about you when you're not in the room,” according to Jeff Bezos, CEO of Amazon. How can a place influence and transform its narrative? In any policy or urban regeneration project, no matter how large or small, it is important to consider what is its impact on the overall brand or reputation of the place. Everything has an international dimension.

hagen's quest to be climate neutral by 2025. In the early 2010s, they were among the first to start such a journey. We are interested in Copenhagen because it affects the planet and us, the city provides an example to others – and it provides business opportunities for smart city and green tech companies. Thus, branding places is about tangible economic, cultural, and social development.

Copenhagen's example also shows that by doing good (for the planet and its inhabitants), a reputation of a good place is earned.

The anatomy of place branding

Place branding is a strategic process that involves creating political or physical changes in a city, in order to transform the way locals and visitors perceive a place. This strategic approach is naturally associated with communication and marketing activities. It is therefore essential to differentiate the more strategic work of branding a place from marketing a place.

If we break branding down to smaller parts, we have Brand Identity and Brand Image.

Brand Identity is the DNA, genius loci, or soul of a place. It is what your citizens think of the city (for example, a city of innovation and culture). More often than not this idea does not correspond to reality: what others think of you (Brand Image) may be different. Others may see you as grey and dull. What others – more specifically your key target groups think,

affects your economic growth, real estate prices, the mix of companies and talents. More importantly, it affects how people feel and live in a place. A place can then consider a desired Brand Image (how we are and look in 5-15 years).

Place branding is a strategic process, which bridges the gap between Brand Identity and desired Brand Image, that is, how you would like to be and how you would like others to perceive you.

A place branding process in a nutshell

In practice, there is no one recipe. However, when generalising, a broad template would entail the following sequence.

1. A sense of urgency mobilises key stakeholders (e.g. municipal government), they involve a broader set of stakeholders (e.g. companies, citizens) and
2. Together a public dialogue is initiated with seminars, focus groups, digital tools, social media, etc.
3. The uncovering of the place identity is initiated along with articulating what the aim or desired brand image is (where do citizens want to be in 10 years and how will they want their place to be perceived?). Be mindful of differentiation here – how can your place stand out from the crowd? To this respect, the mobilising chapter and the collaborative creation of a place vision

should allow you to achieve this.

4. In parallel to the above, the municipality or consultants help to learn from best practices and understand how the place is perceived externally.
5. All the work will then be canalised into a strategy: how to get to where you want to be in 10 years' time.
6. Time to fulfil the plan and coordinate. Marketing, websites, and communication will start to play a larger role – as well as innovative, symbolic actions and experiences that are permeated by the desired brand image. Show, don't tell is the most powerful marketing there is. Remember: places can only earn a reputation.

Marketing a place

It can be a fantastic feeling to finally be able to start spreading the word about your place or project. In order to get it right, a few simple steps can be taken. First of all, be sure to have a marketing strategy and plan in place. Recommended steps to put a marketing plan in place are:

1. **Avoid the temptation to start communicating too early.** To do that, ask some critical questions. Is your place ready? What is it that you are trying to get across? What are the one or two messages in their shortest form? What do you want to happen? Have a healthy brainstorm so that you wouldn't notice any cracks later on.

2. **Define your target groups.** Which target groups are you trying to reach? What do you want them to do? If they come, what will they have to do at your place? Articulate the messages you want to get across to exact target groups and be clear about what you would ideally like to see as the outcome. Being clear about this will allow you to measure the effects later on (e.g. the number of people participating in your event).
3. **Type of message and tone of voice:** is it a press release or a warm invitation to families? What is the overall tone of voice you want to have now and in the future,

in order to be consistent? (at this stage, you should be able to rely on a branding strategy).

4. **Choose your channel.** What will you use? Social media, posters, letters, face to face, or another? Is it an event and if so, at which exact location? Which mediums will allow you to reach your target groups best? Consider the different options, their sequence, timing, and potential combination.
5. **Execution:** choose your timing and go for it. Be prepared to answer questions, whether on social media or a designated e-mail address you have given. Remember, dialogue (on social media, for example) is

often more appreciated than one-way communication.

6. **Measure the results.** Did you accomplish what you set out to achieve? You may think so, but what do the numbers say? You may launch a survey, measure the number of people you reached, or attracted to your Sunday market vs the planned outreach you had in mind. Do not be afraid or overlook this step. Soon enough, you will want to reach out to people again and there is always room to improve.

The interplay between place branding, marketing, and placemaking

How does place branding relate to placemaking? If branding places is about doing things to earn a reputation, placemaking is a very handy tool in achieving that large long-term goal.

Place branding can be used in placemaking as a justification for doing placemaking. For example, why pedestrianise a street? Because the mayor has committed to a green city and continuing with a 3+3 lane motorway in the heart of the city contradicts that goal.

What if a city made a street car-free? Even if only for the summer, as a test? The city, square, and district would be more associated with being a contemporary, human-centred place that dares to experiment.

Figure 18: Brands are a result of your work and external factors. Places can only earn a reputation by doing things. Innovation is required for something to actually happen, leadership takes things forward and is about working with stakeholders. Marketing is important, but most times comes at a much later stage, if not the final stage. Source: Future Place Leadership.



Tips and tricks for how to work with placemaking, place branding and place marketing

	Place Branding and Placemaking	Place Marketing and Placemaking
Essence	<ul style="list-style-type: none"> • Branding is on a strategic level. Placemaking can be a tool to activate a brand. • Foster a sense of identity • Branding helps placemaking with strategy, cohesion, tying scattered initiatives together, funding, and the community. 	<ul style="list-style-type: none"> • Marketing is more of an operational level activity. Marketing can create a sense of identity, e.g. people share photos of their city, street, or activities with a city curated hashtag. • Marketing helps placemaking with more attention, getting more people, etc. • Placemaking can create marketing value (there is something to show), and thus attract people.
What can be done	<ul style="list-style-type: none"> • In strategic work and documents, prioritise placemaking, setting public spaces, and the urban environment as a priority. • Creating a vision for a piece of real estate, district, city, or region. • Using placemaking as a part of activating that brand. • Example: Copenhagen's CO2 neutrality vision: a vision that creates change, mobilises stakeholders under city leadership, attracts businesses, and overall makes the city a better place to live. Reputation earned. • Example: an inclusive place will use feminist urban planning or put a special focus on children's activities. • Example: The Hague hosted a placemaking competition called Onder den Brugge where citizens could submit ideas and vote for their favourite. A café won the award. 	<ul style="list-style-type: none"> • Market a place to attract more people: market a physical place's programme, upcoming events, and offerings. • Market a place because it deserves it: a great public space will deliver on a marketing promise. • Use Social Media, involve people with hashtags and make them the "digital placemakers". • For example, Bear's Pit in Mauer Park, Berlin. What first started organically with people singing karaoke in a park has now become a destination in itself that the city uses to attract tourists. • For example, Helsinki City as a Service (CaaS) campaign, that was a call for international tech talent to apply and win an all-paid trip to the Finnish capital to explore new career prospects - and to experience the city in its entirety, from culture to public transport, that all works smoothly.

End matter

Acknowledgements

Photo grid credits and references

References

Appendix 1: Examples of indicators following the framework for sustainable places

Appendix 2: Funding sources for placemaking

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Photo grid references and credits

Manipulate the flows

1. The regeneration of Aker Brygge in Oslo included activating the streets leading to the waterfront, Street leading down to Aker Brygge, Oslo. Credit: Tomasz-Majewski Link.
2. The redevelopment of Trafalgar Square, London, completed in 2003 included closing the road along the north end of the square and diverting traffic. Photo: Antartis.
3. In the summer some streets are given back to pedestrians to promote active mobility and increase liveability in the city-centre, Lulea sommar gåta, Photo: Luleå Kommun. More info: www.lulea.se/download/18.30fc70b21689856c51b40ca/1549012780462/Utv%C3%A4rdering%20Sommargatan%202018%20final.pdf.
4. 1 day once a year in September, Paris bans car from the city, Picture: car-free day on the Champs-Élysée, Paris Photo: Paris Sans Voitures. More info: <http://www.parissansvoiture.org>.

Mix of functions

5. Brighton, Gardner Street, Photo: Dipsey / CCO.
6. Berlin, Kreuzberg, Photo: User:editor5807 / CC BY-SA (creativecommons.org/licenses/by-sa/3.0).
7. Chicago, Millennium Park, Public art on an urban scale, Depositphotos.
8. Artificial topography, Maritime Youth House by PLOT = BIG + JDS, Copenhagen. Photo: by Sebastian Unrau on Unsplash. More info: www.archdaily.com/11232/maritime-youth-house-plot.
9. Objects under the “red carpet” create a playful environment where people can sit, lay, and climb. City Lounge in St-Gallen. by artist Pipilotti Rist and architect Carlos Martinez. Photo Kamahele / Public domain. More info: www.thisismysaintgallen.com/city-lounge/.
10. The Light Swing, developed by Päivi Raivio & Daniel Bumann as part of project WINTER IN HEL, is interactive furniture that lights and livens up public spaces in dark seasons. Photo: Sami Perttilä. More info: www.raivio-bumann.com/2019/03/light-swing/.
11. Planning living rooms and kitchens to face public spaces, as well as areas and activities in front of the homes increase the liveability of the street. Fyrkildevvej, Link Arkitektur.
12. The Mieregi streetscape experiment by Fine Young Urbanists Evelina Ozola and Toms Kokins presents a 1:1 model to prove how the Miera Street in Riga can be a space for effective mobility and social life. The model was used to engage local residents and businessmen in a discussion about the street design. Photo: Fine Young Urbanist More info: www.popupcity.net/observations/pop-up-urban-experiments-at-the-human-scale/ www.vimeo.com/110836621

Basic needs

13. Seating at Aker Brygge, Photo: Tomasz-Majewski.
14. Movable chair in Bryant Park, NY. Photo: Marcus Andersson, Future Place Leadership.
15. Off-ground developed by Gitte Nygaard and Jair Straschnow offers playful and comfortable seating, allowing people to linger in public places. Photo: Off-ground. More info: www.off-ground.com, www.designboom.com/design/off-ground-playful-seating-elements-for-public-spaces/.
16. Public restrooms also participate in fulfilling people’s hygiene and health needs. The public restroom report by Triggare Sverige points at unequal access to safe, free, and hygienic public toilets in Stockholm, limiting women’s access to quality restrooms in public spaces. One example of good public restrooms are the ones in Bryant Park, New York. Photo: Anne-Sophie Ofrim / CC BY-SA (creativecommons.org/licenses/by-sa/4.0) More info: http://www.mynewsdesk.com/material/document/94697/download?resource_type=resource_document
17. This map of drinking fountains established by the public authority “Water of Paris” provides visitors and residents with information on the nearest drinking water in Paris. More info: www.eaudeparis.fr/carte-des-fontaines

Winter activities

18. Laboratoire d’Hiver is a research-action programme working to activate public spaces during winter time by developing a better understanding of possibilities offered during winter time. It launched a pilot project in Mederic-Martin in the arrondissement of Ville-Marie in Montreal, where together with citizens they invent and test uses for the public space. A children pool was turned into an ice-skating rink, snow hills are created for people to slide on, as well as heat spots with food. More info: www.pepinierie.co/labodhiver.
19. Snöskrapan offers winter outdoor activities behind the mall Skrapan in Stockholm, by Glad Stad. Photo: Future Place Leadership.
20. The Bentway transforms 1.75km underneath Toronto’s Gardiner Expressway into a new gathering place. More info: www.thebentway.ca/about

Shelters

21. Paley Park is an urban oasis created by landscape architectural firm Zion Breen Richardson Associates, which protects people against noise and wind. It is a mini-park with a waterfall and moveable furniture.
22. Outdoor rooftop bar in Budapest with glass igloos providing protection from the weather 360 bar, Budapest. Photo: Marika Johansson, Safer Sweden Foundation. www.360bar.hu/?lang=en.

23. Tunnelen (“The tunnel”), a previously dark and scary underpass at Ammerud in Oslo, was transformed into an attractive, social, and playful place, and a point of pride for residents. The corridor was lit, and an illuminated climbing wall – Norway’s longest monkey bar and creative exercise area – was installed. It was opened to the public in July 2015. It as designed by industrial designers Taral Jansen, Asveig Marie Jellestad, and Mikkel Brandt Bugge, in close connection with local residents and the Municipality of Oslo. Realisation: EriksenSkjåaa Arkitekter and Braathen landskapsentreprenør ; Oslo municipality ; Project Managers: Cecilie Kjølnes Skar and Mari Tharaldsen. Photo: Taral Jansen. <https://reprogrammingthecity.com/railway-underpass-transformed-into-a-climbing-wall-and-community-play-space/>.
24. Access to free indoor spaces are also important to sustain social interactions and liveability in wintertime. Greenhouses and botanical gardens offer access to parks and greenery in the cold months. Photo: Marjorie Mc Neely Conservatory, Minneapolis, Future Place Leadership.
25. Oudi Library, Helsinki. Photo: Sino Yu / CCO.

Lighting

26. Solspeilet Rjukan, Rjukan is a town situated in a deep valley, with the surrounding mountains keeping the town in the shade from October to March. To provide the town square with sunlight, large reflecting surfaces were mounted on the mountainside. The reflecting surfaces are controlled by a computer so that they follow the sun and reflect it onto the city square all day³² Photo: Karin Rø, visitRjukan.
27. Since the 1990s, Lyon has worked with Lighting Plans, to rethink the link between light and spaces, and create a new atmosphere in the city. Thanks to a partnership with national railway company SNCF 4 new bridges benefited from new lighting installations. Photo: Passage Yves Farges, Lyon, Future Place Leadership.
28. The Giant Talking La provides lighting and opportunity to sit down and rest to local residents and visitors of Lilla Torg in Malmö. First installed in December jorchr / CC BY-SA (www.creativecommons.org/licenses/by-sa/3.0/)

Nature Placemaking

29. Trollstigen viewpoint, Andrew Cawa / CC BY-SA (www.creativecommons.org/licenses/by-sa/3.0/).
30. Wanderscapes project has mapped paths to explore Botkyrka’s natural and cultural heritage. More info: www.wanderscapes.net/botkyrka/sobre.php?idioma=eng&ruta=
31. Glamping. Photo: Cindy Chen cindychenc / CCO.

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Appendix 1:

Examples of indicators following the framework for sustainables places

Object <i>(What you are measuring)</i>	Mean <i>(How to gather data)</i>	Indicator	Analysis of place	Evaluation of actions
Access & linkages	Place observation	• Ability to circulate in the space, including persons with disabilities	x	x
		• Number, type, and location of public transportation	x	x
		• Time between different destinations / activities by different mean of transportation	x	x
Comfort and image	Place statistics	• Resident turnover	x	x
	Place statistics / Survey	• Measured and perceived noise level	x	x
	Interviews / Survey	• Feeling associated with the area	x	x
	Place observation	• Number and repartition of trash cans	x	x
		• Time spent in the public space	x	x
		• Number of seats, and quality of seating	x	x
		• Presence of greenery	x	x
Place observation / Survey	• Perceived cleanliness	x	x	
Place statistics / Observation	• Security presence	x	x	
Economic security and physical safety	3rd party statistics	• Number of crimes	x	x
		• Income inequality	x	
• Risk of poverty and social exclusion		x		
	Interviews / Survey	• Crime perception	x	x

Object <i>(What you are measuring)</i>	Mean <i>(How to gather data)</i>	Indicator	Analysis of place	Evaluation of actions
Education	3rd party statistics	<ul style="list-style-type: none"> Educational attainment 	x	
Governance and citizenship	3rd party statistics	<ul style="list-style-type: none"> Level of trust in institutions Participation in civic activities 	x x	
Health	3rd party statistics	<ul style="list-style-type: none"> Life expectancy Access to healthcare Proportion of people who are overweight or obese 	x x x	
	Interviews / Survey	<ul style="list-style-type: none"> Physical activity habits 	x	x
Leisure	Interviews / Survey	<ul style="list-style-type: none"> Participation in voluntary activities 	x	x
Material living conditions	3rd party statistics	<ul style="list-style-type: none"> Disposable income Housing conditions such as overcrowding rate 	x x	
	Interviews / Survey	<ul style="list-style-type: none"> Quality of dwellings 	x	
Natural and living environment	Place observation	<ul style="list-style-type: none"> Air quality Exposure to particulate matter 	x x	x x
Overall life experience	Interviews / Survey	<ul style="list-style-type: none"> Percentage of people who do not have someone to ask for help or discuss personal matters Life satisfaction Share of the population being happy 	x x x	
Productive or main activity	3rd party statistics	<ul style="list-style-type: none"> Number of organisation present in the place and type 	x	x
	Place statistics	<ul style="list-style-type: none"> Amount of money spent in the place Number of vacant shops 	x x	x x

Object <i>(What you are measuring)</i>	Mean <i>(How to gather data)</i>	Indicator	Analysis of place	Evaluation of actions
Sociability	Place observation	• Number of groups of people	x	x
	Interviews / Survey	• Reasons for people to be in the place	x	x
Uses & Activities	Place observation	• Balance between different groups	x	x
		• How many people pass by and how many people stop at different time of the day, week, year	x	x
		• Number and type of activities present in the space	x	x

Appendix 2:

Funding sources for placemaking

EU and European funding sources

An overview of European Union funding sources for cities can be found here: www.ec.europa.eu/info/eu-regional-and-urban-development/topics/cities-and-urban-development/funding-cities_en

Below are a few examples of EU and European funding programmes.

UIA – Urban Innovative Actions

The UIA initiative provides urban areas throughout Europe with resources to test new, unproven and bold solutions to address urban challenges. The target groups are urban authorities of more than 50 000 inhabitants or groupings of urban authorities with a total population of a least 50 000 inhabitants, located in one of the 28 EU Member States.

Focus areas of the project that have a link to placemaking have been culture and cultural heritage including cultural and creative Industries, urban security, urban poverty, jobs and skills in the local economy and integration of migrants.

The initiative had a total budget of €371 million for the period 2015 to 2020. Five calls were launched between 2015 and 2020. It is not yet clear what will happen with the funding programme after 2020.

Read more about UIA: www.uia-initiative.eu

JPI Urban Europe

Since its creation in 2010, JPI Urban Europe has supported research and innovation projects linked to urban development. JPI Urban Europe is not a EU initiative per se, but made up of European countries and the European Commission as members. Denmark, Finland, the Netherlands, Norway and Sweden, are all among the 14 members. The programme is administered by government agencies in the members countries, such as the Dutch Research Council (NWO) in the Netherlands, and Vinnova in Sweden.

Several of the previously funded projects have had placemaking as a focus.

Read about previous calls: www.jpi-urbaneurope.eu/calls/intro

Nordic funding programmes:

Nordic Sustainable Cities programme

Nordic Innovation runs the Nordic Sustainable Cities programme, aimed at promoting Nordic solutions for sustainable, liveable and smart cities. Current funding calls focus mostly on issues related to circular economy and smart mobility, but new calls could be published that focus more on placemaking related aspects.

Read more: www.nordicinnovation.org/sustainablecities

National funding programmes:

Denmark

As in other EU countries, European funds can be used for place development, such as the European Regional Development Fund (ERDF) and Cohesion Fund (CF) (read more about EU funding above).

In the case of Denmark, the funds are administered by the Danish Executive Board for Business Development and Growth (Danmarks Erhvervsfremmebestyrelse).

More information about upcoming calls can be found: www.erhvervsfremmebestyrelsen.dk/soeg-midler

Denmark stands out as one the only country with a well-funded private fund that is solely dedicated to place development, **the Realdania fund**. The mission of Realdania is to support large and small projects that contribute to reaching philanthropic goals: to create quality of life for all through the built environment. The field of activities is the built environment, i.e. large and small towns and cities, villages as well as urban spaces, parks, buildings and built heritage. The built environment also includes all the related activities and change processes: construction, architecture, landscape architecture, restoration, urban development and spatial planning in rural areas and in the city.

Organisations and persons can apply for grants. Projects must be anchored in Denmark or – in special cases, projects abroad must have a clear reference to Denmark.

Read more: www.realdania.org

Finland

Place development in Finland is based on wide-ranging activities and multi-level cooperation. The Ministry of Economic Affairs and Employment is responsible for regional de-

velopment and its coordination. Regional Councils serve as regional development authorities in the counties. ELY Centres contribute to regional development by carrying out the central government's implementation and development tasks in the regions.

More information can be found on the ministry website: www.tem.fi/en/objectives-and-planning-of-regional-development

National programmes

Regional innovations and experimentations (AIKO) funding aims to ensure Finland's competitiveness by promoting growth and use of expertise and resources in various parts of the country.

More info: www.tem.fi/en/regional-innovations-and-experimentations

Competence Centre for Sustainable and Innovative Public Procurement (KEINO) is a network-based consortium, whose founding members responsible for the operation and co-development are Motiva Ltd, the Association of Finnish Local and Regional Authorities, VTT Technical Research Centre of Finland Ltd, The Finnish Funding Agency for Innovation – Business Finland, the Finnish Environment Institute SYKE, Hansel Ltd,

KL-Kuntahankinnat Ltd and the Finnish Innovation Fund Sitra. KEINO was established to consolidate sustainable and innovative procurement and coordination under one umbrella.

Read more: www.hankintakeino.fi

Structural funds (EU funding)

www.rakennerahastot.fi/kestavaa-kasvua-ja-tyota-2014-2020-ohjelma

Co-funding:

LHT-network (MAL-verkosto) aims to strengthen regions as attractive environments by developing planning processes and tools on land use, housing and transportation and disseminating good practices of cooperation in the regions.

Read more: www.mal-verkosto.fi

The Finnish Growth Corridor co-operation network serves as an innovation platform and aims to develop the vitality of a unified employment area and a nationally influential growth corridor in order to promote the competitiveness of Finland as a whole.

Read more about Suomen kasvukäytävä: www.suomenkasvukaytava.fi/suomen-kasvukaytava

Allied ICT-Finland is the largest Nordic ICT network of universities, digital innovation hubs, company ecosystems.

More info: www.alliedict.fi

Norway

In Norway, the national government has made place development a priority, and collected different resources and support programs on the website, among other things a comprehensive overview of funding sources for place and city development.

Read more (in Norwegian):
www.regjeringen.no/no/sub/stedsutvikling/tilskuddsordninger-for-stedsutviklingsprosjekter/id2363141

In Norway, the regions (“fylkeskommune”) typically also fund place development projects.

Sweden

In Sweden, two specific funding sources that can be applied to for placemaking related projects stand out:

Challenge-driven Innovation (Utmaningsdriven innovation, UDI)

UDI is a programme managed by the Swedish Innovation Agency, Vinnova, that supports

projects that have the potential to solve a societal challenge through innovations and broad collaboration between, for example, industry, research, public sector activity and civil society. The outcome must clearly contribute to the Global Sustainability Goals in Agenda 2030, among which one finds goal 11. Sustainable cities and communities.

The last call took place in 2019, and no information has to date been made available on new calls.

Read more about the programme:
www.vinnova.se/en/m/challenge-driven-innovation/

Designed living environment – architecture, form, design, art and cultural heritage in public spaces

In a joint venture with the Swedish National Board of Housing, Building and Planning, ArkDes, the Swedish National Heritage Board, and Public Arts Agency Sweden, the research council Formas is announcing grants to fund research projects for a total of 4 million kronor per project. The research should highlight the aesthetic perspectives and the role of public art in sustainable public architecture and design.

The scope of this call is the design of public spaces and the importance of art in the development of a more socially inclusive, sustainable society and thus covers architecture,

form, design and cultural heritage. Formas is responsible for implementing the call within the national programme for sustainable spatial planning and this call relates primarily to the programme’s theme “Sustainable residential and public environments”.

The programme’s first call took place in the spring of 2020.

Read more:
www.formas.se/en/start-page/archive/calls/2020-02-18-designed-living-environment---architecture-form-design-art-and-cultural-heritage-in-public-spaces

Other sources

Swedish Agency for Economic and Regional Growth (Tillväxtverket) runs the programme “Growth oriented regional and urban planning” (Tillväxtskapande samhällsplanering) which combines business development with planning perspectives. The total budget is close to **€500 000** for each call.

Next call opens on 20 April 2020 and has three focus areas, of which one is “strengthening of local and regional attractiveness”.

Read more about the programme and next call:
www.tillvaxtverket.se/amnesomraden/regional-kapacitet/tillvaxtskapande-samhallsplanering

One of the Swedish Agency for Economic and Regional Growth's principal tasks is also to help to ensure that EU funds are invested in projects that promote regional growth and employment.

There are examples of EU funds that have been distributed by the agency to place development projects, for example from the European agricultural fund for rural development (EAFRD) that support rural areas.

An example of such place development project can be found (in Swedish): www.svenskastadskarnor.se/2020/03/25/tillvaxtverket-ger-medel-for-att-utveckla-servicelosningar-och-platssamverkan-genom-svenska-stadskarnors-bid-modell

A list of similar projects can be found (in Swedish): www.tillvaxtverket.se/amnesomraden/regional-kapacitet/service-i-gles--och-landsbygder/projekt-for-serviceutveckling/sa-utvecklar-vi-den-lokala-servicen.html

There are also a number of funding sources that support research, development and innovation related to place development, such as the **R&D Fund of the Swedish Tourism & Hospitality Industry** ("Besöksnäringens FoU, BFUF).

Read more: www.bfuf.se

As an example, the research project "Plats-innovativa stadskärnor" was partly financed by the R&D fund.

Read more here (in Swedish): www.ltu.se/research/subjects/Industriell-design/Forskningsprojekt/Platsinnovativa-stadskarnor-1.164879