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Seagulls, Phrenology and Trust: Principled Practice in community building

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URBAN REGENERATION

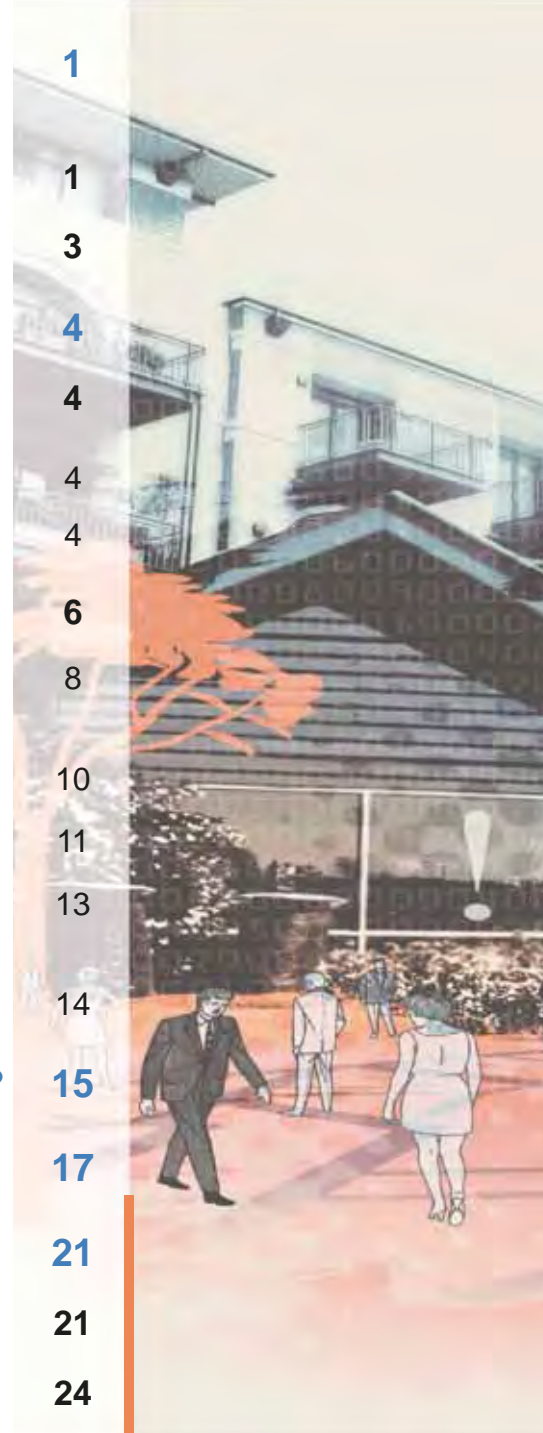
CREATING COMMUNITIES THROUGH
THE ART OF PLACE MAKING

REPORT FROM JUNE 2006 CONFERENCE
HELD IN PERTH, WESTERN AUSTRALIA



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1. WHY WAS THE CONFERENCE HELD?

1.1 Background to the Conference

The *Urban Regeneration - creating communities through the art of place making* Conference, was a unique event held in Perth, Western Australia on the 27 and 28 of June 2006. The Conference was hosted by, the Department for Planning and Infrastructure in association with the Western Australian Planning Commission. It was seen as a landmark activity which highlighted both the Department's and the Commission's commitment to enhancing community vitality and cohesiveness through sustainable planning and collaboration.

The Conference explored the components of good and sustainable places and what they are to the community in the urban areas of Western Australia. The art of place making merges architecture, urban design, landscape architecture, economic development, the visual and festive arts, and natural and cultural history, to produce places where people choose to go. It is a fundamental part of urban regeneration.

The Conference aimed to present examples that explored the principles and practices of place management and place making at a national, international and local level. Its audience of over 185 individuals came from local and state government, redevelopment authorities, industry and non-government organisations.





The **Conference aimed to achieve a number of objectives** as follows:

- ❑ **To start a discussion about Urban Regeneration through the art of place making** framed within the physical structure of existing town centres, main streets and urban villages
- ❑ **To explore the components of good and sustainable places** and what they are to the community in the urban areas of Western Australia
- ❑ **To raise the profile of the place making concept** and the role it can play in urban/community regeneration
- ❑ **To demonstrate the value and credibility of place making** by presenting international and national examples of excellence to key decision makers and practitioners

A Steering Group guided the process of planning and marketing the event. The Steering Group was chaired by Etienne Brits, Manager Urban Regeneration, City of Gosnells. Representatives included the Department for Planning and Infrastructure, the East Perth Redevelopment Authority, the City of Perth, the Urban Design Centre, Community Arts Network and the Department for the Premier and Cabinet.

The Conference was funded through the Western Australian Planning Commission and received sponsorship from the following groups:

- ❑ Landcorp
- ❑ Taylor Burrell Barnett, Town Planning and Design
- ❑ The City of Gosnells
- ❑ Clifton Coney Group

1.2 Links to WA Planning Policy

The Conference supported the Network city action of institutionalising the engagement of community and industry with government to implement the Network city strategy. It had direct application to Network city action plan including:

Priority actions number

8. Plan for local places to develop identity and pride, and to increase social and cultural capital, by engaging the community in decision-making.
10. Revitalise existing centre and suburbs by enhancing their amenity and attractiveness, their economic, social and cultural vitality, and their safety and security.
11. Encourage the local mixing of uses to reduce the overall need for people to travel between their places of residence, employment and recreation.
12. Implement planning policies for employment centres to make Perth more livable.
13. Place education and training resources to improve employment access.
14. Build new, and revitalise existing, employment centres.



2. WHAT WERE THE KEY THEMES?

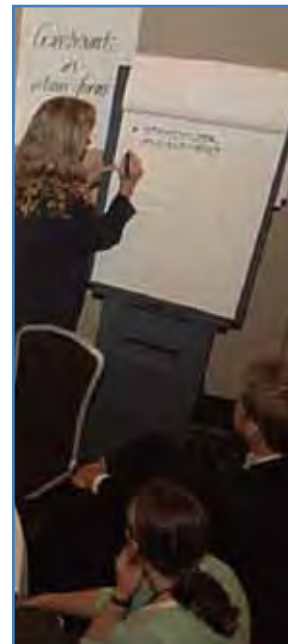
2.1 Participant Input

Day one of the Conference included a consideration of the values/beliefs, hot issues and opportunities related to urban regeneration and the art of place making. The following were the priority themes generated from participant input and discussion:

VALUES AND BELIEFS

It was considered that urban regeneration through the art of place making includes a connection to the emotional intelligence of planners and place makers. Values and beliefs that were seen to support place making principles were about concern for:

- History/ and local identify** - sense of place, maintaining what's good whilst creating the new
- Community** - planning with and listening to them as well as community building and accepting diversity
- Sustainability** - all three aspects of social, economic and environmental with an emphasis on the link to natural land forms
- Vibrancy** - celebration, fun, joy, spirit and the beauty of variety
- Design** - mixed use, flexibility, integration, safety, multidisciplinary approaches and good design - human scale, walkability, access, open and public space
- Decision making** - needing leadership/vision, listening to the community, better approval processes, transparency



HOT ISSUES

Participants at the Conference identified a number of hot issues that acted as barriers and blocks to good urban regeneration through place making, which were:

- Finding and focusing on **effective solutions** for urban design and regeneration
- The place of human interaction and the **impact of social conditioning** in place making
- Dealing with decision making, government regulations and **varying leadership styles**
- Accessing **resources**
- The **challenge of community engagement** and participation where apathy exists
- Developing **affordability** particularly with regards to housing and land
- Creating urban form/s within **complex environments** eg. density, sprawl, heritage constraints
- Establishing Sustainability** and triple bottom line (economic, social and environmental sound) solutions



OPPORTUNITIES

The general feeling of the Conference over the two days of deliberation was that many and varied opportunities existing for enhancing current urban regeneration and place making practices. Participants saw the following as particularly important opportunities:

- Valuing our history** and diverse cultures



- ❑ **Planning for the future** using mixed use design and development
- ❑ **Building capacity** and connecting our communities
- ❑ **Regenerating existing places** using innovation
- ❑ **Creating a sense of place** for all
- ❑ **Using the principles of sustainability** in developments



2.2 Keynote Speaker Input

This section lists Conference speakers as well as relevant websites for further case study information.

Demonstrations of the processes of place management and place making at a local level included a number of **examples from Western Australia:**

- ❑ The Maddington Kenwick Sustainable Communities Partnership www.gosnells.wa.gov.au
- ❑ Taylor Burrell Barnett Projects admin@tbplanning.com.au
- ❑ Landcorp Projects www.landcorp.com.au
- ❑ Kalgoorlie-Boulder - Local Authority and the Boulder Development Association www.kalbould.wa.gov.au



Dr Neil Drew from the University of Notre Dame provided a different perspective by focusing on the use of social impact assessments to guide practice. He also presented some examples of projects which engaged and partnered successfully with **Aboriginal communities** www.nd.edu.au

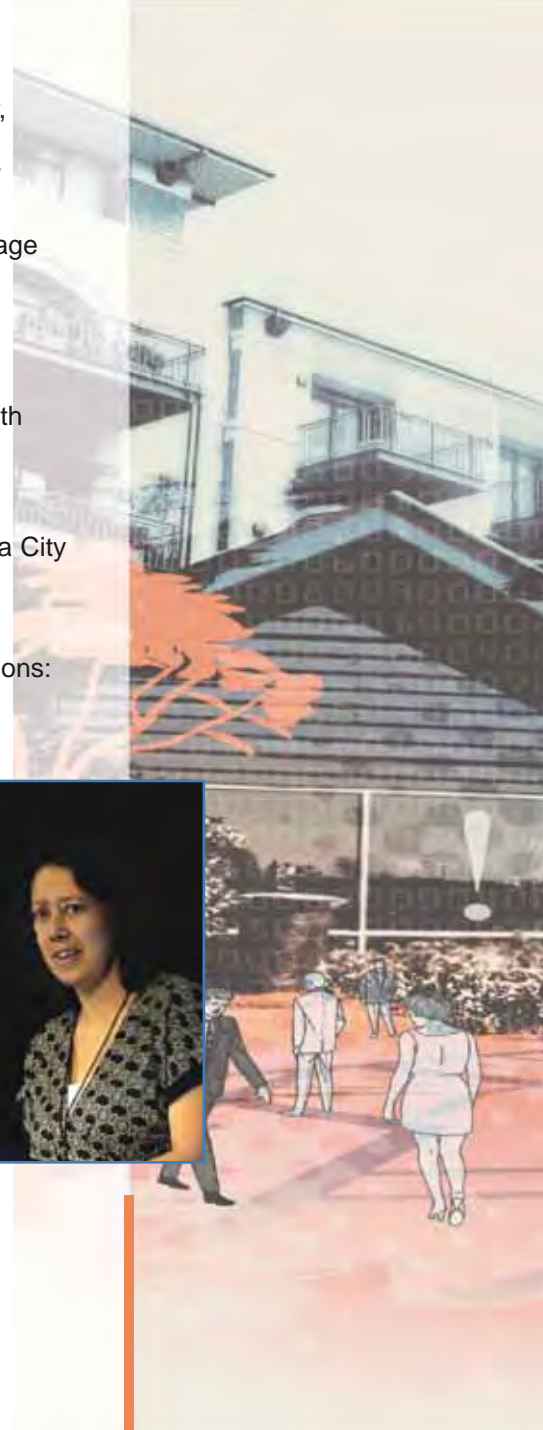
A broader national and international perspective was achieved by securing the following speakers:



- ❑ Lyn Fenton, Development Director, Ancoats Urban Village Company, Manchester UK www.auvc.co.uk/
- ❑ Gilbert Rochecouste, Director, Village Well, Melbourne Victoria www.villagewell.org
- ❑ Linda Perrine, Place Manager, Parramatta City Council, New South Wales www.parracity.nsw.gov.au
- ❑ Geoff King, Manager, Strategic Business Improvement, Parramatta City Council

5 Common themes emerged from speaker presentations:

- ❑ Defining place making
- ❑ Creating mixed use sustainable environments
- ❑ Place making as a paradigm shift for urban regeneration
- ❑ Governance and decision making
- ❑ Community engagement and relationship building





DEFINING PLACE MAKING

Place making is about designing with the past, present and future in mind. There is a particular link with place making and creating healthy communities, within the context of the global well being revolution. Gilbert Rochescouste (Village Well, Melbourne Victoria), discussed **universal qualities that make great villages and communities** around the world:

- Sense of connectedness/ sense of place
- Geographic boundary (start and finish)
- Sense of safety, intimacy, security
- Diversity of life stories through
 - Cultural context
 - Creative and artistic expression
 - Heritage/history of built form

- Sense of longevity and continuity
- Sense of vitality
- Visibility of its daily workings
- Mixed use - work, live and play
- Street activity/culture/markets
- A central meeting place
- Sitting and resting spaces
- Spaces for public events and happenings

- Play space
- Community eating places
- Ease of access
- Children, women, old person and family friendly
- Mixed levels
- Sunlight
- Interesting and varied shops

He also shared the PPS (Project for Public Spaces, New York USA) framework for what makes a great place:



CREATING MIXED USE SUSTAINABLE ENVIRONMENTS

Many of the speakers at the Conference spoke about creating mixed use as a key to urban regeneration and place making. Lyn Fenton (Development Director, Ancoats, Manchester UK), in her keynote presentation on Reinventing Manchester talked about the types of strategic aims of her work . They included:

- ❑ To provide an attractive place to live, work and visit
- ❑ To safeguard and protect the valuable built heritage
- ❑ To develop a sustainable, diverse and integrated residential and business community



Other speakers linked similar aims to creating a 'sense of place' in communities by ensuring a range of factors were present, including development density, pedestrian connections, choice of transport and the availability of a range of activities.

Participants also focused on mixed use and sustainability, an example is reflected in the following notes from one of the Conference activities:

"In 2016 my place reflects 400 years of European contact with indigenous peoples of the land. It is a place that is sympathetic in scale to people. It celebrates its cultural values of the past, present and future..."

*It is place dynamic and exists on its own merits
It is culturally reflective
It is environmentally sound
It is socially comfortable and safe
It is economically viable
It is aesthetically pleasing
It is ageless and accessible
It welcomes visitors"*

PLACE MAKING AS A PARADIGM SHIFT FOR URBAN REGENERATION

Over the two days of the Conference participants remained open and interested in identifying possible ways to move forward in creating best practice in urban regeneration through the art of place making. There was much discussion (by both speakers and participants), about being part of a **paradigm shift** where Planning approaches and language is and requires change. This was outlined with the following as examples:



❑ **Language and value based shifts** are central, for example:

- physical redevelopment to regeneration and community building
- zone and master planning to developing community owned visions and framework plans evolve and adapt
- inputs and outputs to outcomes
- DAD to building trust and enduring relationships



❑ **Shifts in planning practice** which require physical renewal to be integrated with:

- community building
- arts and culture celebration of places
- education and training
- local economic development

Keynote speakers and participants also included in their discussions a focus on **global and national trends** and the impact of these on planning and place making. This included a consideration of:



- ❑ Triple bottom line
- ❑ Authentic consultation and engagement
- ❑ Green business
- ❑ Town centre/place management
- ❑ Community capacity building
- ❑ Social and civic entrepreneurship

Gilbert Rochescouste (Village Well, Melbourne Victoria), presented the following **“Sustainable Place Making Model”** as reflecting new indicators to support effective progress.



GOVERNANCE AND DECISION MAKING

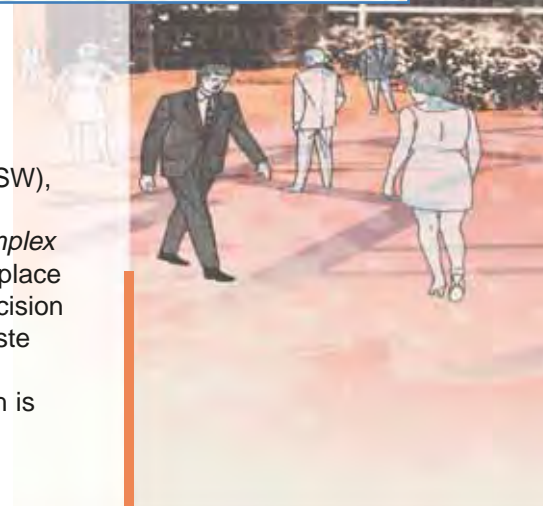
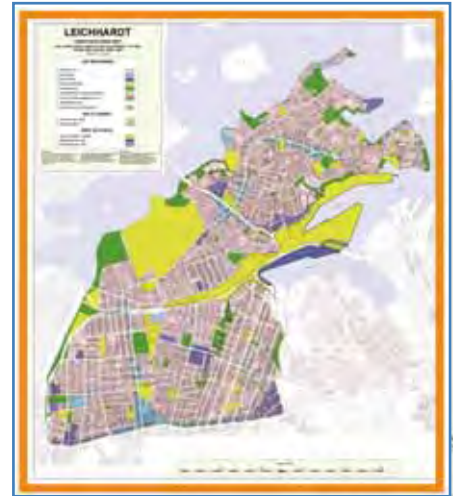
Geoff King (Parramatta City Council, NSW) spoke about how place management differed from current management practice - which is in the main based on 'input and output' measures. In most circumstances, staff are employed with a particular professional skill who produce a particular specialist solution to whatever is the problem of the day. His paper stated:

"Nothing has been more inimical to the creation of excellent places than standard land use zoning and standard setback and parking controls. These are designed to make everywhere look like everywhere else...For over 60 years Planners have told the public that 'good planning' is the separation of land uses and standard design standards. We have denuded cities of complexities and surprises."

The paper goes on to say that instead of first separating land uses, place making comes from a point of developing clear descriptive statements of the "desired future" for each place. This requires the inclusion of stakeholders and those impacted by decisions and is more focused on 'outcome' measures with an emphasis on effectiveness, efficiency and transparency.

The new role of 'place manager' was seen as key to supporting new processes and approaches. Linda Perinne (Place Manager, Parramatta City Council, NSW), spoke about how *"taking a place managing/making approach enables councils to deliver solutions to complex problems needing integrated actions"*. This requires place managers to have some level of independence in decision making and resource allocation. Gilbert Rochescouste (Village Well, Melbourne Victoria), presented a set of characteristics for 'place making entrepreneurs' which is different too but can add value to existing leadership practices:

- Having a good sense of self
- Values driven





- ❑ Motivated by the big picture
- ❑ Creating collaborative processes
- ❑ Being a skilled facilitator, networker and storyteller
- ❑ Having a sense of humor and fun
- ❑ Promoting and celebrating diversity and creativity
- ❑ Creating a sense of passion and mission
- ❑ Building a shared framework
- ❑ Focusing on results through good process design



Throughout the Conference the formal role of place manager as well as the part all participants could play in place management was discussed.

Providing education and gaining a commitment from decision makers, including elected members, was also seen as critical to developing

inclusive and transparent leadership for place making, during this paradigm shift.



COMMUNITY ENGAGEMENT AND RELATIONSHIP BUILDING

A key question explored over the 2 days of the Conference was *“what will be the new role of corporations and government as communities take back the reigns of power and control over their own destiny?”*



Dr Neil Drew (Associate Dean, University of Notre Dame, Perth), explored this question in his presentation by focusing on the importance of relationship building in a

world where the community has lost confidence in authoritative institutions. A decline in willingness to defer entirely to decision makers in matters that impact on community members has led to the cult of consultation. He warned that “the consequence of the cult has been a sense of betrayal felt by many communities when outcomes do not match aspirations.”



His 'take home messages' included that community building and engagement:

- Is fundamentally a trust building exercise
- Focuses more on a process than an outcome
- Promotes better decision making
- Creates stronger commitment and a greater sense of ownership all

The role of place manager was emphasized as being able to play a key role in supporting best practice in community engagement leading to more successful place making.

3. HOW IS PLACE MAKING PRACTICED?

To address the challenge of being part of a paradigm shift and to address the many questions raised, participants sought a set of principles which could become a 'guide to practice'.

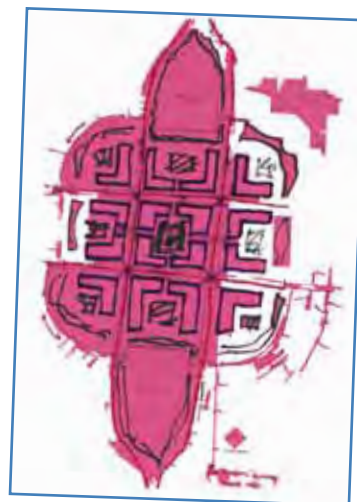




Although these were not fully developed at the Conference, themes emerged from discussions and speaker input. Ideas from participants particularly began to articulate possible underpinning principles for place making. For example, **Participants** had an opportunity to create **a vision for their community for 2016** this was completed both in writing and drawings (many reflecting mixed use and sustainability principles).

Some of the descriptors used when describing their vision for 2016 included the following:

- Access to the natural environment balanced with landscaping
- Attractive places encouraging vibrancy and inclusiveness
- Clean air
- Commercial mix with economic viability
- Culture, arts and leisure choices
- Green spaces including market gardens
- High connectivity
- Increased residential density
- Multi purpose use of buildings eg. education facilities
- Recycling (with an emphasis on water)
- State of the art technology eg. touch screen street based information
- Strong protection of the heritage fabric of the place
- Transit oriented development



- ❑ Variations in scale with flexibility in land use
- ❑ Various energy choices eg. wind turbines
- ❑ Village centers promoting a strong sense of community



4. WHERE TO FROM HERE?



This paper aimed to present an overview of the *Urban Regeneration - creating communities through the art of place making* Conference, for the information and interest of participants as well as others interested in the topic.

It also served as an opportunity to assess if the Conference objectives were met. The

level of interest shown in the Conference topic, the energy and strong participation of attendees as well as their positive feedback, reflect that Conference objectives were successfully achieved as follows:

- ❑ **To start a discussion about Urban Regeneration through the art of place making**

Over 185 people from local and state government, redevelopment authorities, industry and non-government organisations actively participated in the Conference. This coupled with the decision makers who attended the pre Conference breakfast and the local, national and international





speakers who shared their experiences resulted in much discussion and now continued conversations about urban regeneration through the art of place making.

- **To explore the components of good and sustainable places** and what they are to the community in the urban areas of Western Australia

Many of the examples presented included a consideration of sustainability and best practice place making. Participants also had the opportunity to explore this through the action learning components of the Conference.

- **To raise the profile of the place making concept** and the role it can play in urban/community regeneration

The involvement of decision makers both as participants and presenters at the Conference assisted in the achievement of this goal. Many of the participants expressed a desire to continue to network and explore place making particularly from a practice perspective.



- **To demonstrate the value and credibility of place making** by presenting international and national examples of excellence to key decision makers and practitioners

The high caliber of speakers and the willingness of some to travel long distances to attend assisted in achieving this objective. Local presenters also played a significant role in demonstrating the value of place making.



Finally, a number of questions arose for further deliberation and continued conversations including:

- How do we move beyond just redevelopment?
- What mechanisms do we have or have to invent and what skill sets are needed?
- Are 'place' based approaches and 'place management' applicable in WA?
- Where would a 'place manager' be located in local government?

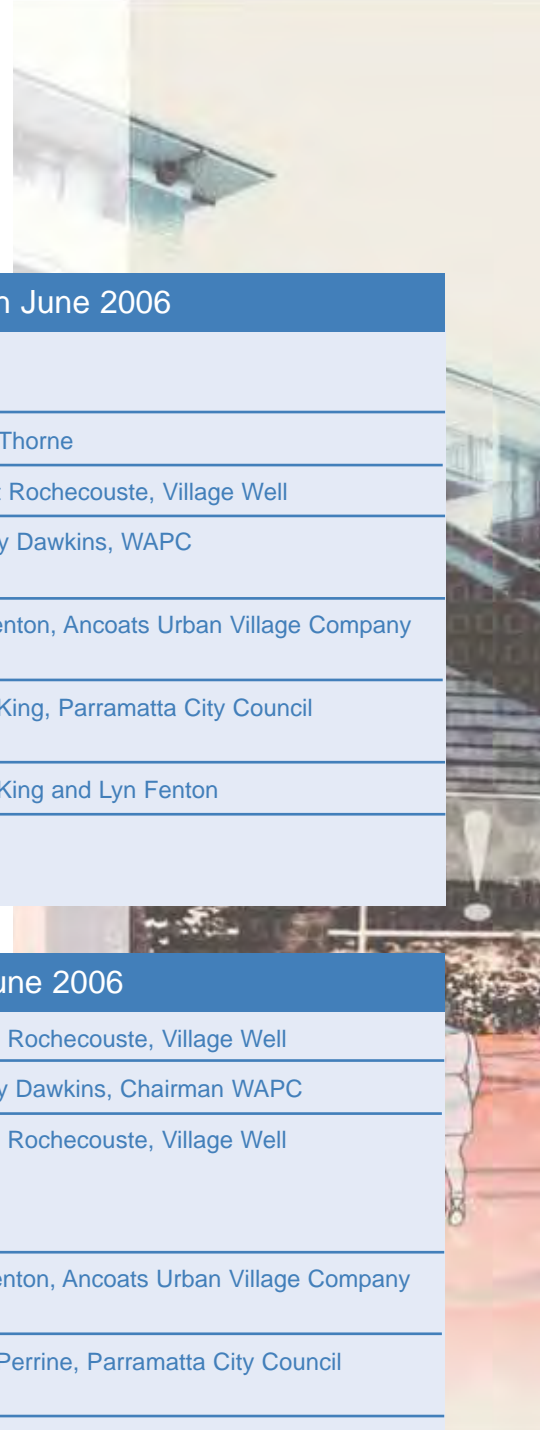




5. APPENDIX

5.1 Conference program

Urban Regeneration through the Art of Place Making



Breakfast Session - Day One - Tuesday 27th June 2006			
7.15am - 7.30am	15mins	Registration	
7.45am	10mins	Indigenous acknowledgement	Marie Thorne
7.55am	10mins	Welcome	Gilbert Rochecouste, Village Well
8.05am - 8.15am	10mins	Formal welcome	Jeremy Dawkins, WAPC
8.30am	20mins	Keynote Address: Reinventing Manchester - a return to mixed	Lyn Fenton, Ancoats Urban Village Company
8.55am	20mins	Keynote Address: Organising and Legislating to Achieve Place Outcomes	Geoff King, Parramatta City Council
9.15am	20mins	Questions and Answers	Geoff King and Lyn Fenton
9.35am		Breakfast concludes and guests move to next venue if registering for conference	

Conference - Day One - Tuesday 27th June 2006			
10.00am	10mins	Welcome and introduction	Gilbert Rochecouste, Village Well
10.10am	10mins	Formal welcome	Jeremy Dawkins, Chairman WAPC
10.20am	15mins	Activity: What's important to you? <input type="checkbox"/> Participants identify important guiding principles, opportunities and hottest issues of urban regeneration and place making	Gilbert Rochecouste, Village Well
10.35am	30mins	Keynote Address: Reinventing Manchester - a return to mixed	Lyn Fenton, Ancoats Urban Village Company
11.05am	30mins	Keynote Address: Place Making, Place Breaking - getting a good result	Linda Perrine, Parramatta City Council
11.35am	20mins	Questions and Answers	<input type="checkbox"/> Lyn Fenton <input type="checkbox"/> Linda Perrine

Cont:

Conference - Day One - Cont:

11.55am	60mins	Group Activity Following on from the previous activity, small theme groups are formed with key questions focusing on ideas, opportunities, issues and strategies and actions.	Gilbert Rochecouste, Village Well
12.55pm		<i>Lunch</i>	
2.00pm	30mins	Keynote Address: The Place Making Evolution - emerging new paradigms	Gilbert Rochecouste, Village Well
2.30pm	15mins	The Regeneration of Maddington and Kenwick	Len Kosova, City of Gosnells
2.45pm	15mins	PPP, ESD, ToD, LN3 - From Acronyms to Reality, The Village at Wellard and Amarillo	Bill Burrell, Taylor Burrell Barnett
3.00pm	20mins	Questions and Answers	<input type="checkbox"/> Len Kosova <input type="checkbox"/> Bill Burrell
3.20pm	30mins	<i>Afternoon tea</i>	
3.50pm	55mins	Activities: <input type="checkbox"/> Visioning - what makes a great place <input type="checkbox"/> Sharing of collective vision - Year 2020	Gilbert Rochecouste, Village Well
4.45pm	15mins	Wrap up and thanks	Gilbert Rochecouste, Village Well
5.00pm		Close	

Conference - Day Two - Wednesday 28th June 2006

9.00am	10mins	Welcome back and recap on Day One	Gilbert Rochecouste, Village Well
9.10am	30mins	Keynote Address: Organising and Legislating to Achieve Place Outcomes	Geoff King, Parramatta City Council
9.40am	30mins	Keynote Address: Seagulls, Phrenology and Trust: Principles Practice in Community Building	Assoc Prof Neil Drew, Notre Dame University
10.10am	20mins	Questions and Answers	<input type="checkbox"/> Geoff King <input type="checkbox"/> Neil Drew
10.30am	30mins	<i>Morning tea</i>	
11.00am	15mins	Taking Place Making to Regional WA	Peter McNally, LandCorp
11.15am	30mins	The Boulder Experience	Paul Needham and Anne Petz, City of Kalgoorlie-Boulder
11.45am	20mins	Questions and Answers	<input type="checkbox"/> Peter McNally, LandCorp <input type="checkbox"/> Paul Needham and Anne Petz, City of Kalgoorlie-Boulder
12.05pm		<i>Lunch</i>	

1.30pm	90mins	Open Space: Working on themes identified in Day One.	Gilbert Rochecouste, Village Well
3.00pm	30mins	<i>Afternoon tea</i>	
3.30pm	60mins	Panel Discussion - where to from here?	Neil Drew Lyn Fenton Geoff King Mike Mouritz Linda Perrine Gilbert Rochecouste
4.30pm	30mins	Wrap up - closing ritual and where to from here	Gilbert Rochecouste





5.2 Speaker abstracts

Gilbert Rochecouste, Director

Born on the exotic island of Mauritius, of French-African and Indian heritage, Gilbert blends multi-disciplinary skills and wisdom to reach across differences to capture the essence and vision of individuals and communities.



Known for fusing spirit and strategy together to form achievable and sustainable outcomes, his passion is to create vibrant, sustainable and enchanting communities. He is recognised worldwide as a dynamic, inspirational civic entrepreneur and public speaker.

Gilbert has played an important role in making Melbourne the world's most liveable and creative city. He has managed, created and assisted the most vibrant community, retail and Town Centres throughout Australia and overseas from Chadstone Shopping Centre (Melbourne), Victoria Market (Melbourne), Melbourne Central (Melbourne), Flinders Quarter (Melbourne) to Rundle Mall (Adelaide). He is the creator of the famous Gaslight Night Market (Melbourne) and the repositioning of New Market (New Zealand). His unique business and cross-cultural skills make him sought after throughout Australia and overseas.

The Place Making Evolution - emerging new paradigms

Gilbert will take us through an explanation of the new place making paradigm taking a “people, place, product, program, planet” perspective. Specific case studies from the laneways of Melbourne, small rural and regional towns through to large city regeneration projects such as Dandenong will be explored.

New governance and processes will be needed as our communities change and re-adapt to a new landscape after peak oil and changing climatic conditions. What will be the new role of corporations and government as communities take back the reigns of power and control of their own destiny? Shopping centre redevelopments are now acting as a catalyst for urban regeneration and community renewal - is this the new paradigm or the old in disguise? Gilbert will also explore deep engagement processes that allow the community to drive and own the changes that impact their lives.

Lyn Fenton,
Development Director,
Ancoats Urban Village Company,
Manchester UK



Lyn has 25 years experience in development and regeneration in the public and private sectors. During her career she has been involved in several major regeneration projects such as City Challenge, Manchester's bid to host the 2000 Olympics as well as other major urban regeneration projects including her current work on millennium communities and urban villages. All of these projects involve the transformation of areas with deep-seated problems related to deprivation and/or abandonment, with the consequent spiral of decline that is characteristic of such areas. In a voluntary capacity Lyn has been a founder member of two local housing associations and now sits on the main board of a regional housing association.

Reinventing Manchester - a return to mixed use

Traditionally, Manchester was a merchant city; no one lived there because it was a place of business and when the workplaces closed for the day, the city became a very dark and dangerous place, even pubs used to close at 6pm! Added to this was the decline in Manchester's industrial base, which led to massive job losses, leaving behind large tracts of contaminated land and a workforce with skills no longer needed.





Manchester changed the world as the first industrial city at the beginning of the 19th century, and its decline mirrored the decline of manufacturing in the UK. The same spirit of enterprise that led Manchester to be the birthplace of both capitalism and communism, has driven Manchester to reinvent itself at the beginning of the 21st century as a modern city based on the creative and high value added service sectors, but most importantly by attracting people to live in a revitalised city.

Lyn will present on two areas that she is personally involved in -

- ❑ the historic area of Ancoats, containing what is left of the World's first industrial suburb and
- ❑ New Islington, a redevelopment of a failed social housing estate, based on strong sustainability principles

Ancoats won an award for area-based regeneration in March 2006 from the British Urban Regeneration Association and British Waterways.

Linda Perrine
Place Manager,
Parramatta City Council,
New South Wales



Linda has a passion for making places that people want to enjoy, for creating spaces that excite the imagination and entice people to give it a second look. She has applied that passion in several different councils and has a deep understanding about what makes a place work, what makes it buzz and what makes it fizzle out. Linda is a practical person, driven to produce results for the communities that live in her council area. She has walked the difficult paths of engagement and participation in complicated settings.

As a Place Manager, Linda's role is very much about knowing who to talk to and how to move them towards an agreed direction. Is this coercion or manipulation or co-ordination and facilitation? Its up to you to find out.

Place Making, Place Breaking - getting a good result

When I tell people that I am a Place Manager, the response of “Uh What’s that” usually follows. So what is a place manager? What is place management or place making?

A sense of place is determined by a range of factors including development density, spaces between buildings, pedestrian connections, street layout, choice of transport and the range of activities available within a place. Creating an overall sense of vibrancy in a place draws people back and benefits local economy through retail and service sales, the attraction of supporting business, increased rents due to increased lease demands and increased housing prices.

Taking a place managing/making approach enables councils to deliver solutions to complex problems needing integrated actions. Citizens are more informed and educated than ever before and expect their governments to be more accountable, to be involved in the decision making process and understand why decisions are made.

Good place management provides integrated services and solutions that reflect the needs and aspirations of individuals, communities and businesses within a place. Place management means 'making it happen', not 'doing it all yourself'.

My experience in place management has been in the form of the local government approach, namely the two councils of Kogarah and Parramatta, which differ significantly. Place management works when councils make a conscious decision about what sets a boundary, what intensity of management a place needs and what they are prepared to do as an organisation.

A place manager needs to identify opportunities and problems in their place and to be strategic about how to include the community or individuals in any decision making process. They need to have a clear idea of the place, its history and the ultimate goals of both the community and council for the place in the future.

A good place manager is an effective communicator who can share a vision of the local area to the community, the organisation and the councilors. They can develop





relationships across the board from all levels of Council and people within the community. They can identify opportunities and issues and develop actions for a way forward. They are diplomatic, a good facilitator and able to get things done, particularly by working with others in the organisation.

Place Managers need some level of independence to make recommendations and a budget can really help. They need political support and their role must be clearly articulated and understood. They need to be involved from the beginning of a project or plan and not just when consultation may be done in a place.

Place management or place making in its many forms will be an important part of local government future. It requires vision and communication and cannot be a profit driven initiative. The motivation must be the local community and its specific needs.

Len Kosova
Director,
Planning and Sustainability,
City of Gosnells



As Director of Planning and Sustainability at the City of Gosnells Len oversees City Planning, Urban Regeneration and Economic Development in one of Western Australia's fastest growing cities. He is the co-chair of the Technical Committee responsible for overseeing the implementation and management of the Maddington Kenwick Sustainable Communities Partnership and is also responsible for facilitating the development and implementation of the City's sustainability agenda.



Len has held a range of positions in several metropolitan and regional West Australian local governments and the private sector, and has been involved in, and responsible for, a variety of statutory and strategic planning projects. He has developed a strong focus on implementation of strategic objectives through policy development and business improvement.

The Regeneration of Maddington and Kenwick

The Maddington Kenwick Sustainable Communities Partnership (MKSCP) is a cutting edge initiative between the City of Gosnells and the State Government aimed at addressing a multitude of complex social, environmental and economic issues facing the Maddington and Kenwick community. This Partnership represents the single biggest venture of its kind in Western Australia for the wholesale rejuvenation of communities in decline. The lessons learnt through this initiative might well prove invaluable for other communities in similar situations.

The Commonwealth Government has defined Maddington and Kenwick as areas of disadvantage. This is supported by community research and empirical data that identifies Maddington and Kenwick, unquestionably, in need of intervention and regeneration.

Typically such intervention occurs through Redevelopment Authorities; however in this instance the challenge is to deliver community revitalisation and urban renewal to some 15,000 residents across a 20 km² area with limited resources, little or no control over land ownership or landowner intentions and within established statutory planning frameworks.

In response to this challenge, the MKSCP was established in 2003 as a model for sustainable community regeneration in Perth's urban middle ring.

After a 9-month community visioning process and stakeholder input a "Community Leadership Network" (CLN) was established and the Maddington Kenwick Action and Implementation Plan prepared. This Plan identifies the Community's Vision for Maddington and Kenwick and contains over 100 actions that will contribute to achieving that vision. The Clifton Coney Group has since been engaged to work with the Partnership and the CLN to comprehensively evaluate and classify these actions and develop a program management framework to deliver results to the community.

A key project being progressed under this framework is the regeneration of the Maddington Town Centre. The vision for this project is to create a vibrant mixed use and transport-oriented centre with a high standard of built





form, streetscape and amenity. The statutory planning mechanisms to deliver this vision will provide flexibility for the City and developers alike, adaptability of built form and will establish an incentive-based alternative to traditional development control.

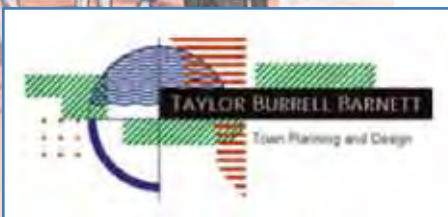
MKSCP is clearly demonstrating the success of Partnerships in light of a multitude of challenges and complexities. This experience bodes well for communities who are willing to dream and work together to realise their vision for a better future.

Bill Burrell
Director,
Taylor Burrell Barnett



Bill has 36 years town planning experience including strategic planning, contemporary and innovative urban design and community consultation. Bill was the lead consultant for the preparation of the Liveable Neighbourhoods Community Design Code, in association with the Ministry for Planning and ESD. Bill's most recent projects include:

- Amarillo Master Plan
- Marlston Hill, Bunbury
- Marlston Waterfront (UDIA Award)
- Mandurah Ocean Marina
- Ascot Waters (UDIA Award - WA and National)
- Exmouth Marina
- East Perth Power Station Precinct Masterplan
- Mandurah CBD Revitalisation Study
- Mandurah Transit Station Precinct Study



- ❑ Mandurah Inner Area Strategic Land Use & Transport Integration Study
- ❑ Liveable Neighbourhoods Community Design Code (RAPI AWARD, CNU USA)
- ❑ Liveable Neighbourhoods Edition 3
- ❑ Defining Central Albany Study
- ❑ Wellard Transit Village
- ❑ Port Coogee Development
- ❑ Geraldton CBD and Foreshore Study and Development Plan

PPP, ESD, ToD, LN3 - From Acronyms to Reality The Village at Wellard and Amarillo

Planning currently has a number of buzz words that are applicable to place making. Public Private Partnerships, Ecological Sustainable Development, Transit Oriented Development and Livable Neighborhoods are terms which have been thrown around for a while now, but there is the critical question - are they being applied and how do they relate to place making.

Bill Burrell will outline the application of these principles in two key projects being developed in collaboration between the State Government and the private sector. The case studies will show how good design is required to create places which are more than just suburbs. Delivering density, Transit Oriented Development and sense of place is critical and quality design should not be exclusive to Subiaco and East Perth.

The Village at Wellard was the inaugural recipient of the Planning Minister's Sustainability Award in 2005. The Wellard Village Project is a joint venture initiative between Peet and Company and Landstart. The area comprises 320 ha in the localities of Wellard and Leda. The preparation of the Structure Plan for this area has developed a unique approach, which incorporates the proposed Wellard Train Station with Liveable Neighbourhood CDC principles. This will lead to the development of a station precinct that creates an





integrated land use pattern generating social, economic and environmental opportunities. The Structure Plan has been adopted and development is underway.

Amarillo Masterplan - Amarillo is a significant government land holding on the southern common boundary of the Metropolitan Region Area and the Peel Region. Developing the Amarillo area is a complex task from a range of perspectives - town planning, ecology, sustainability, political, development best practice methods, and marketing. The subject land for the Amarillo land development project covers about 4,000 ha and has the potential to house more than 60,000 residents. Its success will depend on a new sustainable approach to planning and urban water management. There is a clear challenge to meet the objectives of Network City and, in particular, deliver density, diversity and mixed use with employment based on an integrated transport approach.

Using these case studies Bill will show how we can start delivering these objectives, not just talk about them.

John Mant

Note: John Mant's paper was presented by his colleague Geoff King, Manager Strategic Business Improvement, Parramatta City Council

John Mant is a lawyer and urban planner based in Sydney. He has worked in senior government positions and as a consultant in most states and throughout the Commonwealth. In recent years he has pursued the organisational and legislative changes that are needed to put outcomes such as the quality of places at the centre of planning and urban management. In State and local governments he has facilitated organisational changes, which have seen the appointment of a number of outcome officers, including Place Managers.

He is a champion for the use of place based development controls as a tool in creating places with a unique identify. The traditional land use zoning controls tend to result in homogenous spaces that inevitably increase the demand for travel.



Organising and Legislating to Achieve Place Outcomes

What is Place Management?

Place Management is a form of outcomes management. Managing cities means being concerned about systems (catchments, accessibility, learning, healthiness, etc.) and place outcomes. Places are where the consequences of systems management finish up.

Few excellent places have been created in our cities over the last fifty years.

Try these simple tests:

- What excellent places are there to be found in the post-Second World War parts of our cities?
- To which places do you go to show your city to visitors? In Perth, why do we usually head for Fremantle? Where else is worth visiting?
- When visiting a city, if you have a choice, how many places would you want to stay in? When and how did those places come about?

John will discuss:

- How does place management differ from current management practices?
- How should councils organise to achieve outcomes (including place) management?
- What is the role of legislation in place management?
- What do place formatted controls look like and why are they better than land use formatted controls? and
- How to achieve change





Dr Neil Drew

Associate Dean of Arts and Sciences
at the University of Notre Dame,
Fremantle, Western Australia

Neil is a Community Psychologist with almost 20 years experience working with communities, groups and individuals. Neil has worked extensively in the area of community planning and social impact assessment and has published, taught and presented training courses in Australia and overseas.

In recent years he has been developing an approach to social assessment geared to the needs of local government decision-makers and community planners. It is within the overall context of social impact assessment that he participated in the design and implementation of a number of community engagement programs for local government, both at the project specific level and as part of the overall strategic planning

Neil has also worked on projects examining the impact of mining on communities, particularly in the area of community liaison and participation. A particular area of interest is in the development of resilient and capable communities to build sense of community and social capital. Neil also has a long-standing interest in working with Aboriginal Communities in Queensland and Western Australia.

Seagulls, Phrenology and Trust: Principled Practice in community building

In this presentation Neil will present some thoughts on the importance of relationship building in a world where the community has lost confidence in authoritative institutions. Since World War 2 there has been demonstrable erosion of community trust and confidence in authoritative decision makers of all kinds. This has been called the decline of deference; a decline in willingness to defer entirely to decision makers in matters that impact on community members. This has led to what may be called the cult of consultation. The consequence of the cult has been a sense of betrayal felt by many communities when their outcomes do not match their aspirations.

Neil will argue that in a climate of cynicism and mistrust, what we do does not matter nearly as much as how we do it. Using the work of the Community Arts Network WA as an example he will explore community building as trust building based on some simple and intuitively appealing principles that ought to guide the way we do business.

Peter McNally

Business manager special regions,
LandCorp

Peter McNally joined LandCorp as the business manager responsible for a number of projects, with particular focus on coastal and tourism regional projects including developments at Albany Waterfront, Bunbury Outer Harbor, Mandurah and Geraldton.

Peter previously held a number senior property positions in the public sector; most recently as director operations at the Department for Planning and Infrastructure.

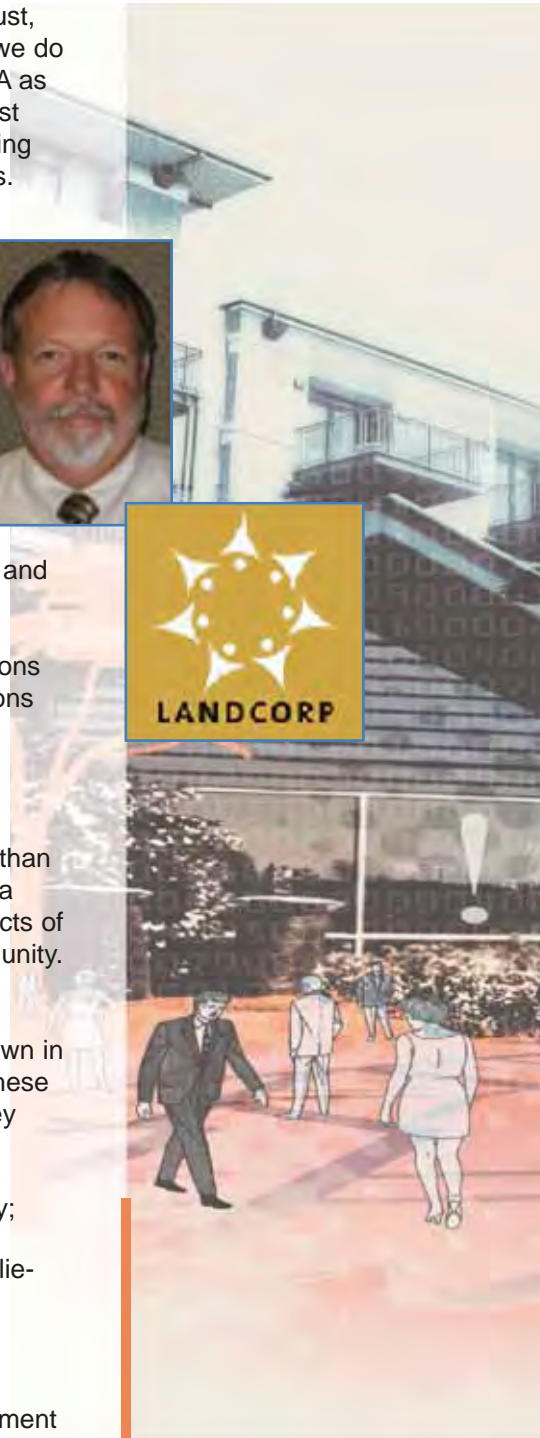
Taking place making to regional WA

Creating new places for people to live involves more than just subdividing land and building houses, it involves a holistic approach that goes beyond the physical aspects of an area, to create a sense of belonging for the community.

LandCorp uses the elements of place making in its developments from Kununurra in the North to Hopetown in the South. The way in which LandCorp has applied these elements are demonstrated in three of LandCorp's key projects in regional Western Australia including:

- The successful Marlston Hill in the city of Bunbury;
- Current work in the North West Sector of Kalgoorlie-Boulder; and
- Planning for a new development at Gracetown

These projects represent the three stages of development - planning, construction and finally completion to illustrate the different community, economic and environmental elements that come together to form a sense of place.





Paul Needham

Manager Planning Services,
City of Kalgoorlie-Boulder



Paul commenced with the City in October 2005. Paul has over eight years experience with five different local governments in regional Western Australia. During that time Paul has been involved in a variety of urban design and community/economic development projects, including development of the 'Waroona Town Centre Strategy', the first stage recommendations of which have recently been implemented. Immediately prior to taking up the position with the City, Paul was working with the London Borough of Hillingdon, where he was involved in negotiating developer contributions to a wide range of projects, including a number of urban renewal projects. Paul is also currently completing a Master of Arts in City Policy at the Institute for Sustainability and Technology Policy at Murdoch University.

Anne Petz

Anne was sole proprietor of Boulder's Leading Edge Video for 22 years until it was sold in 2003; it is the only video library that has remained in business since the start of videos in the Goldfields. She has been involved in the Boulder Promotion & Development Association, from its inception in 1993. She was the Secretary for two years and was appointed coordinator in 1999. If it's happening in Boulder - Anne will know about it!



- ❑ Boulder Promotions was set up under the "Project Mainstreet" program instigated by the Liberal party in 1992. Mainly responsible for the marketing and promotions of the Boulder Central Business District, BP&DA now have a permanent office at 27 Burt Street Boulder. The Palace Theatre Recreation Centre also comes under her jurisdiction.

The Boulder Experience

Boulder is one of the two traditional town centres of Kalgoorlie-Boulder. Boulder was founded in 1893, within months of Paddy Hannan's initial discovery of gold at Kalgoorlie. Because of its early and rapid development during the Gold Rush years, the Boulder town centre contains an array of heritage buildings, including the magnificent Boulder Town Hall. As Kalgoorlie and Boulder grew and developed, Boulder ceased to play an important role as a centre of conventional retailing. Instead, conventional retailing has concentrated in the Kalgoorlie city centre and newer shopping centres. During the late 1990's vacancy rates in Boulder had reached high levels and whilst the pubs of Boulder remained active at night, daytime and retail activity had declined to low levels, with high vacancy rates.

From the late 1990's, however, a number of changes have taken place that have led to the revitalisation of Boulder. Vacancy rates have fallen, and there are now few vacancies. Owners have also been investing in their properties and Boulder is beginning to emerge as an alternative, specialised retail and service centre. Both the City and, in particular, the Boulder Promotions and Development Association (BPDA), have played roles in that revitalisation.

BPDA grew out of the State Government's 'Mainstreet' programme, and has since secured funds from a variety of other programmes to support its activities. BPDA now represents and is supported by 42 of the 70 businesses in Boulder. One of BPDA's key initiatives is the Boulder Market Day, which is held monthly. BPDA have also undertaken a number of other promotion/advertising and advocacy initiatives. One of the key advantages of BPDA is that most of its members are owner-operated small businesses that can make decisions quickly and without need to seek the approval of 'head office'.

The appearance of Boulder has also changed, as the City has undertaken a number of streetscape improvements, including paving and landscaping, that have improved the amenity of Boulder and given it a fresh look. Both the BPDA and the community more generally were involved in those projects. Around the town centre, development of residential units has also taken place.





The City, in partnership with the Heritage Council, has commissioned preparation of a conservation plan for the buildings either side of Burt Street, which is the main street of Boulder town centre. The conservation plan, a draft of which is expected shortly, may provide a basis for the identification of Burt Street as a heritage precinct, the subsequent recognition and protection of its heritage value, as well as potentially making heritage funding available for restoration and conservation works. The City has also recently resolved to work toward development of a 'Boulder Town Centre Strategy'. The project will be guided by a broad-based steering group and aim to identify, and develop plans to implement, a vision for the future of the Boulder town centre.

There are a number of opportunities for Boulder going forward. One of the key challenges is addressing concerns about anti-social behaviour. The City has recently installed CCTV cameras to help address this and is also currently negotiating with the WA Police for the return of a permanent police presence to Boulder. Work addressing some of the underlying social issues is also taking place. Boulder's revitalisation has also occurred during a period of economic good times in Kalgoorlie-Boulder, as part of the broader resource boom. One of the other key challenges for Boulder will be maintaining its newfound vibrancy when the resource boom has dissipated.

There are, however, a number of opportunities, including an enhancement of Boulder's heritage and tourism values. As in the past, however, the meeting of those challenges and taking of opportunities will be assisted through partnerships between business, community and government.