

Placemaking challenges

Bergen, June 2023

placemaking
europe

Report #2

CITIES IN
PLACEMAKING

a city-to-city learning programme
with and for European cities

Placemaking challenges

ACKNOWLEDGEMENTS:

A huge thank you for the warm welcome we received from the entire Bergen team! We would like to acknowledge their amazing contribution in organising the event, helping with the logistics, but also sharing their challenges and case studies with the whole group. Thank you for a great collaboration!

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OUR ORGANISING PARTNERS:



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Foreword

Who we are: Placemaking Europe

Placemaking Europe is a non-profit foundation. We develop and share knowledge; contribute to designing and testing tools; create the ground to exchanging ideas; and actively advocate for better public space policies. We are a European network of front-runners, who together accelerate placemaking as a way to create healthy, inclusive, and beloved communities. To make the spaces we live into places we love. Create a thriving, equitable, and sustainable world by joining values, passion, and action around our public spaces.

DIRECTORS OF PLACEMAKING EUROPE

- [Lisette van Rhijn](#), Co-director a.i.
- [Ramon Marrades](#), Co-director

What is Placemaking?

Placemaking is a place-led approach for creating healthy, inclusive, and lovable communities. This hands-on approach inspires people to collectively reimagine and reinvent public spaces as the heart of every community, and facilitates creative patterns of use with particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution. Placemaking pays close attention to the myriad ways in which the physical, social, ecological, cultural, and even spiritual qualities of a place are intimately intertwined (PPS). Placemaking combines top-down planning with bottom-up initiatives and people's empowerment into a democratic and inclusive 'middle-up-down' approach that brings municipalities outside their offices to meet and engage with residents in person.



1 - PLACEMAKING WEEK EUROPE 2022 IN PONTEVEDRA
2 - PLACEMAKING WEEK EUROPE 2022 IN PONTEVEDRA, WORKSHOP

Cities in Placemaking

The Cities in Placemaking programme aims to build awareness and practical knowledge within municipalities of placemaking in a way that allows it to foster long-term change. It is a continuous learning programme designed for municipal public administrations, during which we set new standards for elevating communities through better public space. Through the programme, we aim to create a next generation of placemaking experts in governance.

The programme aims to create a roadmap to a more holistic and sustainable approach to urban development that harnesses placemaking as a city-wide strategy. Participants develop the necessary skills and knowledge to drive systemic change and unleash the full potential of placemaking for the long term improvement of their cities.

THE MAIN OBJECTIVES ARE:

- To work, share and learn together with the placemakers from each of the participating municipalities.
- To break down silos and advocate for placemaking at the municipality level.
- To develop a roadmap for placemaking for systemic change.

The learning sequence

The programme consists of 8 workshop-based, capacity-building sessions held in a combination of in-person and remote formats, led by Placemaking Europe and the knowledge partners: Creative Bureaucracy Festival, International Society for Urban Health and Intercultur-



3 - THE LEARNING SEQUENCE OF THE PROGRAMME CITIES IN PLACEMAKING

al Cities programme by Council of Europe).

The learning sequence is designed to progressively build towards achieving the ultimate objective of the programme which is creating a roadmap for systemic placemaking implementation:

1. Essentials of placemaking - March 2023
2. Placemaking challenges - June 2023
3. Organisational bottlenecks - September 2023
4. How to work across departments - December 2023
5. From short-term to long-term - March 2024
6. From project to strategy - June 2024
7. Twisting rules - September 2024
8. Making placemaking systemic - December 2024

The participant cities

1. BERGEN, Norway
2. BRADFORD, England
3. BUDAPEST, Hungary
4. CORK, Ireland
5. HELSINGBORG, Sweden
6. HELSINKI, Finland
7. REGGIO EMILIA, Italy
8. ROTTERDAM, The Netherlands
9. THE HAGUE, The Netherlands
10. TRENČÍN, Slovakia
11. VILA NOVA DE FAMALICÃO, Portugal
12. VINNYTSIA, Ukraine
13. WROCLAW, Poland



4 - LOGOS OF PARTICIPANT CITIES



Introduction

Refresher of the Milestone 1: Essentials of placemaking

March 2023, Amsterdam

- In March we met in Amsterdam for a first session of the Cities in Placemaking programme where we discussed the essentials of placemaking, which set a baseline for the programme and shared understanding of what makes a great place, and how we create better cities together with the communities through placemaking.
- Through the contributions of participants and the presentations of the flagship projects, we identified a set of common challenges across the participating cities working with placemaking, ranging from how to make public spaces more inclusive or safe, to how placemaking can help communities to cope with big-scale challenges, such as climate transition.



6 - VIEW OF BERGEN
FROM THE FLØIBANEN
FUNICULAR
7 - BRYGGEN AREA, BER-
GEN

Milestone 2: Placemaking challenges

Milestone 2

June 2023, Bergen

From June 26 - June 28 the participants of the programme met in Bergen, Norway, for the second step of the programme.

The aim of this milestone was to understand and dive deeper into the challenges that cities face and could be addressed by placemaking on three scales of challenges: macro-challenges, place-based challenges and organisational challenges.

- 1. Macro-challenges** are related to the nature and dynamics of cities, such as social inequality, lack of community cohesion, unsustainable development patterns, and a decline in public spaces.
- 2. Place-based challenges** are related to a more local level and they include underutilised spaces, deteriorating infrastructure, limited access to services, and a lack of identity. These issues take form in the public space and within and across communities.
- 3. Organisational challenges** are related to bureaucratic processes, organisational arrangements, limited resources, resistance to change, and coordination among stakeholders.

The specific objectives of the milestone were:

- To identify the main macro-challenges of the participating cities today
- To discuss the role played by city administrations in addressing these challenges

- To explore equity in the context of these challenges, and a framework to assess equity in cities and in placemaking projects.
- To identify the place-based challenges related to the macro ones at a local level
- To identify entry-points for placemaking action and long-term strategies that can have a systemic impact in the cities
- To explore organisational challenges that currently hinder the action of municipal organisations.

DAY 1

Monday, June 26th

Location: [Bergen Rådhus](#)

Macro-challenges

Afternoon: 12:00 - 17:30

Session 1: Introduction to contents and programme *Hybrid seminar*

Session 2: Cities and their macro-challenges *Hybrid workshop*

Session 3: Equity in the urban context *Hybrid workshop*

Evening: 17:30 - 20:30

DINNER

Open session: Health and equity in cities *Open session*

DAY 2

Tuesday, June 27th

Location: [Skur 23, Dokken](#)

Place-based challenges

Morning: 09:00 - 13:00

Session 4: Sorting out complexities *Hybrid workshop*

Session 5: Place-based challenges and communities' point of view *Hybrid workshop*

Session 6a: The impact of placemaking *Hybrid workshop*

LUNCH BREAK

Afternoon: 13:30 - 19:30

Session 6b: Presentation of the findings *Hybrid plenary*

Session 7: Assessing equity - workshops by ISUH *In-person*

Site visits *In-person*

Dinner: 19:30

DAY 3

Wednesday, June 28th

Location: [Innolab](#)

Organisational challenges

Morning: 09:00 - 13:30

Session 8: Reflection on site visits *Hybrid plenary*

Session 9: Organisational challenges of placemaking *Hybrid workshop*

Session 10: Key takeaways and next steps *Hybrid workshop*

LUNCH BREAK

End at 13:30

Macro-challenges

Day 1

What are macro challenges?

Macro-challenges are complex urban issues that require collaborative efforts and a holistic understanding of the many layers of the problem to address them effectively. Macro-challenges are difficult to define, because of their broad spectrum and 'blurry' boundaries, and ideas on how to address them are often contested because of the uncertainty, and divergent perspectives of the stakeholders involved about the issue.

Activity

Through the brainstorming activity we wanted to create a framework of the current situation of the cities - what are the most pressing challenges for participant cities?

The main challenges that have emerged are:

- 1. Competition for space:** The growth of the city and the densification are leading to spatial conflicts and clash of interests on how to use the land and the public space. The immediate consequences of that are an increase of inequalities with the exclusion of the ones with less power to 'compete'.
- 2. Climate action:** Climate change has a huge impact on cities and communities so there is the need to mitigate its effects and guide communities to cope with them, all while trying to make cities climate neutral by the end of the decade.
- 3. Mobility and Car-dominance:** For the last century, we have made our cities for cars. Now we struggle with getting rid of cars in favour of more ecofriend-

ly modes of transportation and more space for pedestrians. Car-dominance and car-dependance are deeply rooted in the minds of people and their habits that both a change of attitude and planning are needed to drive the change.

- 4. Spatial and social divide:** The dynamics of socio-spatial differentiation is attributed to various social, economic, cultural and political factors and it is the process of spatial division between different social groups. The increasing polarisation of opinions and interests leads to fragmentation, segregation and conflict instead of opening to compromises and cohesion. This occurs in urban space and impacts communities.
- 5. Housing for all:** Urban growth also imposes challenges on the availability of housing. Housing development driven by private interest is not always aligned to the needs of the city, possibly creating a shortage of housing (in social housing but also in general). The access to affordable and quality housing for all is crucial because it is an asset that can improve living conditions of families with benefits on the community too.
- 6. Fair access to public services and amenities:** This challenge doesn't consider only housing, but in general fair access to the institutions, services and

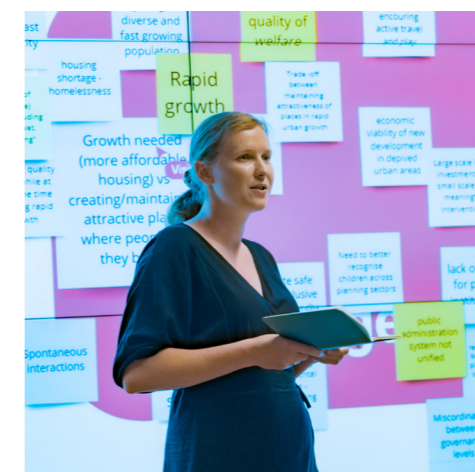


8 - DAY 1, BERGEN, INTRODUCTORY ACTIVITIES



benefits of the city such as transport, information, education, etc. Accessibility to places and services is the possibilities for people to participate in urban society. Guarantee fair accessibility to all is a precondition to guarantee the development of fully integrated and sustainable cities.

- 7. Rapid Migration:** One of the pressing social concerns of our time is the need for meaningful responses to migrants and refugees fleeing conflict and environmental catastrophe. Fast population growth and increasing diversity of users of the city (with different culture, religion, ethnicity, but also age, gender, and so on) lead to low levels of tolerance among residents and segregation.
- 8. Safety:** The security challenges of cities are a result of the intersection of individual vulnerabilities and local environmental risks. Everyone deserves to feel safe in public space but often-times the design decreases the quality of places for all, or, on the other hand, it is meant to be only for certain groups of people (without considering gender and cultural needs).
- 9. Nature preservation and biodiversity:** The growth of cities has imposed pressure on natural areas diminishing their actual biodiversity. People-nature conflicts are an integral component of urban development and they have to be addressed to achieve a much needed balance between human culture and the natural environment.
- 10. Urban health:** The social and physical environment has a huge impact on the wellbeing and the quality of life of residents and communities. The physical and built environment (urban structures, infrastructure, and spaces) may affect health especially if there are issues with noise, water quality, sewage, or air pollution. The urban environment also presents benefits to health through open, green, and recreational spaces that play a crucial role for mental health diseases (such as loneliness, high level of stress, etc.) too.



Rating challenges

Each city feels a different urgency in relation to the previous challenges, so the aim of this activity was to rank challenges per city. This resulted in identifying the array of challenges currently faced by the cities participating in the programme. During this activity it was important to recognize objective challenges, rather than political will or current urban policy.

Activity

Split into city groups, we asked participants to rate the 10 challenges with consideration to the context of their cities together with an explanation on why the challenges are currently so important.

Observation from the ratings

- “Climate action”, “Mobility and car-dominance” and “Urban Health” are the most pressing challenges for all participant cities, they have been rated very high.
- Competition for space has high importance for the cities of Bergen, Rotterdam and Trenčín and lower importance for the cities of Cork and Helsingborg.
- The most important issue for Eastern European cities such as Wrocław, Vinnytsia and Trenčín is “Rapid migration” and, as a consequence of that, “Housing for all”. In particular Wrocław is facing a rapid population growth due to the war in Ukraine.
- Spatial and social divide has high importance for the cities of Cork, Bradford, Budapest, Trenčín and Helsingborg.
- Safety has high importance for the cities of Cork, Bradford, Helsingborg, Helsinki and Vinnytsia. For the city of Helsinki safety is a big issues during the evening hours because public spaces are dominated by drunk users and sad facts happen.
- For the city of Bergen “Competition for space between uses” is a priority to avoid destroying the natural environment.

Challenge 1:
Competition for space between uses

Challenge 2:
Climate action

Challenge 3:
Mobility & car dominance

Challenge 4:
Spatial and social divide

Challenge 5:
Provision of housing for all

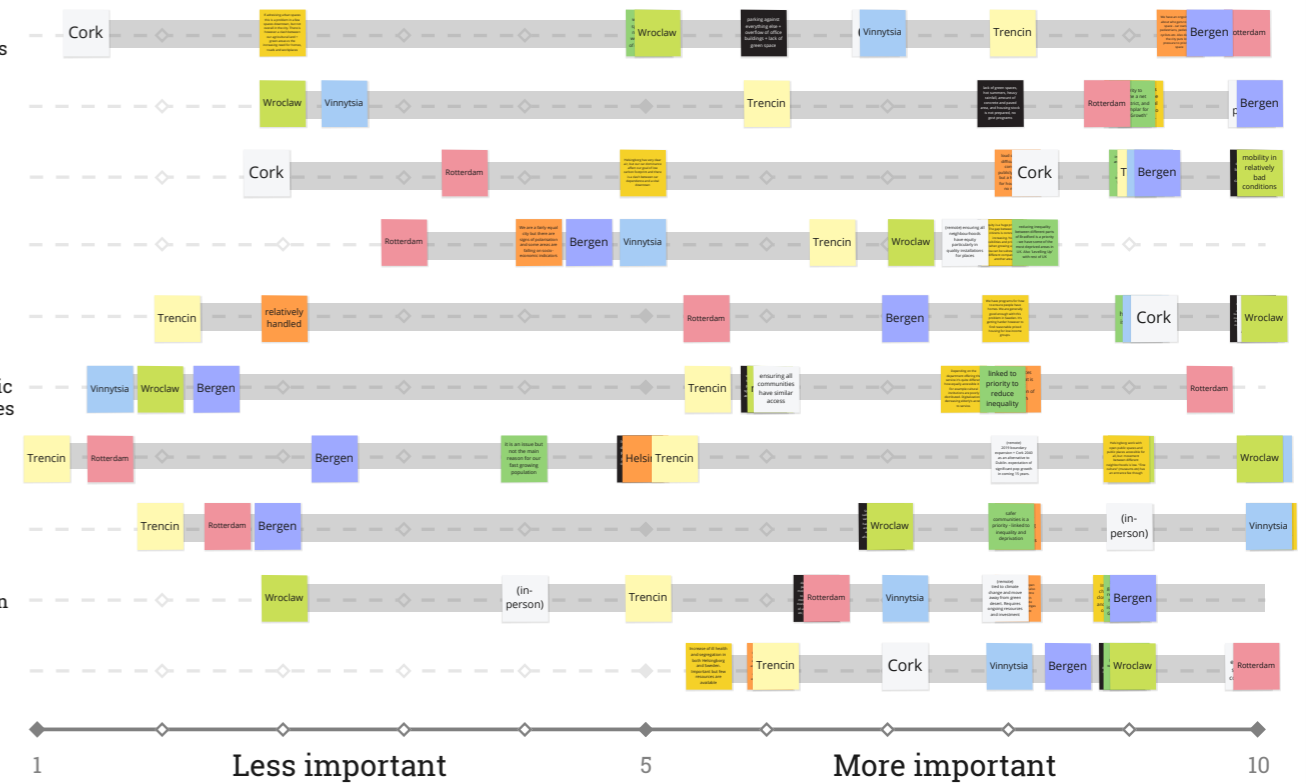
Challenge 6:
Fair access to public services & amenities

Challenge 7:
Rapid migration

Challenge 8:
Safety

Challenge 9:
Nature preservation & biodiversity

Challenge 10:
Urban Health



11 - MIRO BOARD WITH THE RATINGS FROM ALL CITIES



12 - DAY 1, BERGEN, RATING MACRO-CHALLENGES

Equity in the urban context

Guided by the International Society for Urban Health (ISUH), we dove deep into equity in the urban context, explored how equity can drive urban development, and considered how placemaking can create more equitable places and communities. Finally, we discussed how to see urban challenges through the “lens” of equity.

EQUALITY VS. EQUITY

Equality means that everyone gets the same, while equity gives everyone what they need according to their barriers and circumstances. Equity is not only related to the “universal design” approach or the physical environment because there are different “layers” of equity, such as: social equity, legal equity, climate equity, healthy equity, racial equity, etc.

DECISIONS THAT HAVE THE BIGGEST IMPACT ON HEALTH OFTEN COME FROM THE WAYS OUR CITIES ARE DESIGNED AND MANAGED.

There are three main determinants for health: genetics, individual behaviour, and environment. While genetics determine just about 10% of the health conditions we will develop in life, behaviours are strongly determined by the physical and social environment we live in. Examples of how the urban environment impacts our health:

- Practising regular physical activity reduces the risks of several diseases (hypertension, diabetes, cancer, osteoporosis, etc), and one of the most accessible ways to incorporate physical activity in your daily life is through active transportation: walking or cycling. However, how can you incorporate this habit into your routine if you live in a city with no pedestrian or cyclist infrastructure?



13 - DAY 1, BERGEN, PRESENTATION ON EQUITY BY ISUH MEMBER



14 - DAY 1, BERGEN, PRESENTATION ON EQUITY BY ISUH MEMBER

- A diet based on fresh vegetables, fruits and whole grains is one of the pillars of good health, but who can have access to these products in a city where industrialised food with low nutritional value is much cheaper?

WE CAN MAKE THE DIFFERENCE!

As urban developers and civil servants, we have responsibility over health and equity outcomes. We can play a crucial role in the design of policies and management of projects that make cities healthier and more equitable.

THE ROLE OF PLACEMAKING

Placemaking can turn public spaces into functional, beautiful and meaningful places, but it needs to be done equitably. We should be careful to avoid “place-washing”, which is when placemaking projects are not accessible to all groups of people living in a city.

There are 5 dimensions of equity:

1) IDENTIFY ALL COMMUNITY PERSPECTIVES AND POTENTIAL CONTRIBUTIONS (RE-COGNITIONAL EQUITY)

- Identify the different groups of people who will be involved with or affected by the project;
- Understand how the project will affect different groups within the community;
- Consider and value the contributions each group can make to the project’s goal.

2) STRENGTHEN COMMUNITY VOICE, PARTICIPATION, AND LEADERSHIP (PARTICIPATORY EQUITY)

- Engage communities as key actors and leaders throughout the work, Facilitate community organising and collaboration;
- Develop grassroots leadership skills;
- Encourage participation, volunteerism and political engagement.

3) TAKE EXISTING BARRIERS INTO ACCOUNT (STRUCTURAL EQUITY)

- Understand, consider, and work to change structural factors (laws, policies, institutional rules or practices, or other large-scale processes) that pose a barrier to making positive change and supporting underserved residents;
- Understand, consider, and work to change cultural or social norms and practices that may change the outcomes of this project for different people.

4) SHARE BENEFITS AND BURDENS FAIRLY (DISTRIBUTIONAL EQUITY)

- Ensure that opportunities, resources, benefits, burdens, and responsibilities are shared fairly
- Prioritise those currently benefiting least and/or who face entrenched barriers

5) PLAN FOR FUTURE GENERATIONS (INTERGENERATIONAL EQUITY)

- Represent the interests of future generations in decision-making
- Preserve resources and opportunities for future generations
- Promote the interests of future generations in policies, regulations, institutional rules, or social norms.



15 - DAY 1, BERGEN, OPEN SESSIONS

Open session

During the evening of day 1, there was an open seminar with a focus on equity, urban health and its links to placemaking. The seminar was divided into two parts: the first one focused on local projects in Bergen and the second focused on the Placemaking approach.

In the first part, many local speakers presented their work. They were city officials who have implemented neighbourhood and city scale projects aimed at socio-economic improvement with a focus on community health and engagement.

In the second part, some representatives of Placemaking Europe and the International Society of Urban Health spoke about theoretical approaches and case studies on creating great places, improving urban health and regenerating urban areas.

Next boxes include the seven presentations of the “Open Session”.



16 - DAY 1, BERGEN, OPEN SESSIONS



17 - PICTURE FROM THE PRESENTATION OF THE PROJECT

LODDEFJORD, OLSVIK, SOLHEIM, AND SLETTEBAKKEN

Cecilie Krohn and Linda Nordgreen
Program managers at the Municipality of Bergen

Cecilia and Linda work on the physical renovation of neglected areas and their social activation for the improvement of the quality of residents' life through active participation and civic engagement. A key issue is increasing trust in the municipality, so they work to facilitate local network groups with key individuals in each area. Moreover, every year there are also sessions with local politicians and elected representatives to come talk about plans for the area. Also children's involvement is a key issue for all those projects. Some tools for participation and engagement include kids track, surveys, workshops, site-visits, and interviews/dialogue. These allow groups to come together and express their thoughts and ideas.





18 - PICTURES FROM THE PRESENTATION OF THE PROJECT



19 - PICTURES FROM THE PRESENTATION OF THE PROJECT

Placemaking: urban spaces for children

Alexandra Altermark - Program manager Children's Byrom at the Municipality of Bergen



She works on children's active engagement for creating spaces that have a great impact on the whole community. She thinks that the presence of children and youth are a resource in urban spaces because they have joint uses and make different generations meet. The case she presented was focused on the participatory process for a new playground in the centre of Bergen. The Municipality adopted a wide approach speaking with children and elderly people, using questionnaires and prototype sketches that they shared with the public. They started with temporary structures, then they implemented it asking the residents about what needs and what expectations they had through media reports and a digital questionnaire.

Project development and participation

Knut Hellås - Senior landscape architect at urban environment department of the Municipality of Bergen




This project is on the transformation of the northern bay of Store Lungegårdsvanna into a green park. This area is enclosed within a fragmented line on the side of the sea and the railway of the Bybanen (the new public mean of transportation that played a crucial role in the development of this area and the city itself). To start the participatory process, the municipality asked children and students to draw their "park of dreams". That way, the municipality collected many ideas to share with the participants of an architectural call for competition for the design of this park. The final project focused on people's desires and the fragmented geometry of the coastal line.





20 - PICTURES FROM THE PRESENTATION OF THE PROJECT

2. When do people find a public space pleasant place to stay in, and interact with other people?

 <p>informal bring the 'living room' feeling outside</p>	 <p>innovative social and economic innovation</p>
 <p>incomplete so the users can co-create</p>	 <p>intimate scale smaller places, no large place that you drown in</p>
	 <p>inclusive variation of user groups, not one group dominates</p>

21 - PICTURE FROM THE PRESENTATION OF THE PROJECT

Placemaking, mobility, city tram: Bergen Fyllingsdalen

Sixten Rahlff - Architect of 3RW Arkitekter



The 3RW studio had designed the project for the Fyllingsdalen Tunnel, the world's longest purpose-built cycling tunnel. This tunnel is a new bike and pedestrian route that was built parallel to a light rail tunnel, connecting Fyllingsdalen to the Bergen city centre, separated by a hill and previously not accessible by foot, bike or public transportation. The idea was to make a route that is safe, fun, and interesting for people to use on bikes and on foot. The architects choose different colours for lighting from blue to green to make it less boring and less scary. There are also light sculptures. A blue rubber flooring is laid for runners, making the tunnel a perfect place for running on rainy days.

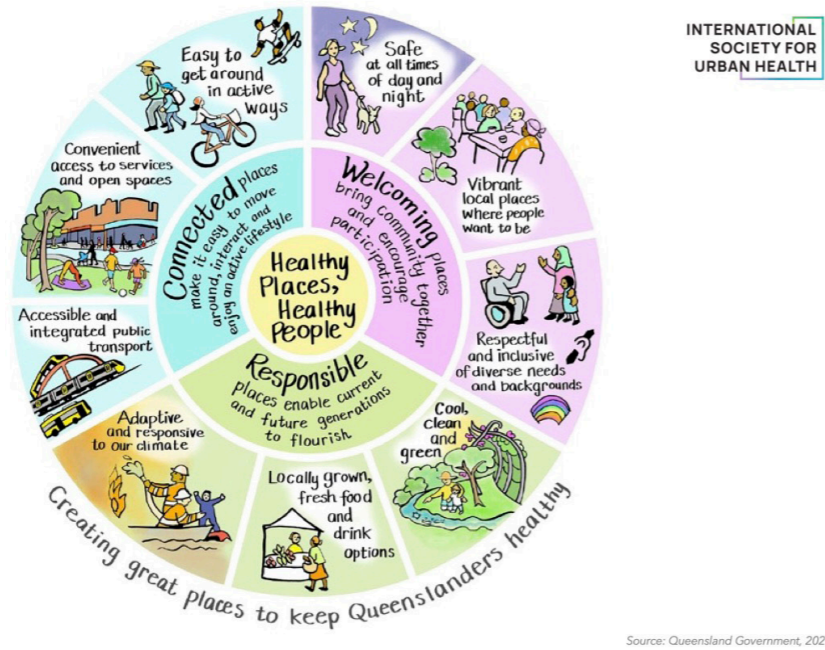
The secrets and hidden value of great places

Hans Karssenbergh - Founder and partner at STIPO

Placemaking is an iterative process and could be about many kinds of projects with the aim to create great places. There are 5 key-lessons for designing great places. 1) Consider the Maslow's pyramid about needs (not only basic needs but also psychological and self-fulfilment needs). 2) Great public spaces need to be informal, innovative, incomplete, at a small scale and interactive. 3) Everything we see at an eye-level is important to be considered. 4) Façades and ground floors are crucial for activating public spaces. 5) First, think about life, then space, then buildings.



What Makes a Healthy Place?



22 - PICTURE FROM THE PRESENTATION OF THE PROJECT



23 - PICTURE OF THE PRESENTATION OF THE PROJECT

What do urban health and equity have to do with Placemaking?

Giselle Sebag - Executive Director at the International Society for Urban Health (ISUH)



The elements that make a “good” place are the same that make it a “healthy” place. Placemaking is inherently equitable because it is community-led. This is a core tenet to placemaking. Urban health is multidisciplinary: we all work in different departments with different roles, but we can collaborate because the whole environment has a huge impact on the health and wellbeing of people.

There are place-based determinants of health, so it is possible to reduce health inequalities working upstream. We should make more investments in our environment thinking of health and borrow tools from placemaking that could help in improving health and equity in public spaces.

Placemaking as a game changer: Luchtsingel Rotterdam

John Jacobs from the Municipality of Rotterdam

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Place-based challenges

Day 2

Sorting out complexities

This session investigated in closer detail the intricate network of interlinked causes and consequences that make up the macro-challenges to understand how the interaction (of causes and consequences) sustain these challenges.

Activity

We chose 6 macro-challenges from Day 01 and then we splitted in groups with participants from different cities, each appointed with one of the macro-challenges. The exercise was to distinguish what were the main key factors that play a significant role in driving these challenges and how these factors interact and influence one another.

The groups worked on the top six challenges:

1. Competition for space
2. Climate action
3. Mobility & car dominance
4. Housing for all
5. Rapid migration
6. Urban Health



24 - DAY 2, BERGEN, PRESENTATION ACTIVITY



25 - DAY 2, BERGEN, WORK-SHOP ACTIVITY

The key takeaways from each group

COMPETITION FOR SPACE

Increased density in cities and diversity of users bring conflict on how we want to use a scarce resource as whatever space we have left in the city.

Current financial model for real-estate looks only at quick/immediate creation of returns, it does not consider possible returns in the long-term such as maintenance and operation of buildings. Predominant car-mobility requires extensive use of space for parking, which adds pressure to already scarce land and leads to limited public space.

Increased density in cities and diversity of users bring conflict on how we want to use a scarce resource as whatever space we have left in the city.

CLIMATE ACTION

There is the urgent need to take action to fight climate change but municipalities need more courage and bravery to do that. Climate change leads to new risks and vulnerabilities for cities and its territory such as heavy rains and unexpected floodings but also drought and less porosity. This vulnerability might lead to uncertainty/difficulty of getting food, but it can also have an impact on the tourist field (with less visitors) and a consequent economic loss. The design of urban spaces and the human settlement has a negative effect on climate change so climate actions could be oriented to improve air quality and to create more porous urban spaces through de-sealing ground. Another issue related to this challenge is the limitation of energy generation. Climate actions are also related to public health and safety.

There is the urgent need to take action to fight climate change but municipalities need more courage and bravery to do that.

MOBILITY AND CAR DOMINANCE

Owning a car is seen as a status symbol so there is a resistance to change both from the cultural field and the political one. Nowadays this topic leads to a high political polarisation. Sometimes cars are the only way to get to work (above all for lower income), so this aspect is related to a lack of alternative infrastructure for walking and cycling and a lack of alternative means of transportation (buses, trains, trams, etc.). Also parking dominance in street-scape and the parking permit system (pricing and limiting) are causes of this macro-challenge. Improving car and bike sharing and a good system of park & ride on the edge of the city could be proposals with a positive impact on mobility to lower car dominance. Car dominance is a problem that causes lack of parking for taxi drivers, plumbers and construction vans so there is the need for dedicated reserved spots for shops logistics and deliveries. This challenge is also related to road safety, so rethinking mobility might improve safety for all users.

Owning a car is seen as a status symbol so there is a resistance to change both from the cultural and the political field. But, rethinking mobility might improve safety for all users.

HOUSING FOR ALL

Providing housing for all is a crucial challenge that became even harder for the cost of materials' increase due to war. Building new houses often means consuming new land outside the city, so this might reinforce car reliance (and there would be negative effects).

A positive effect might be the opportunity to get onto the property ladder, to provide students and temporary workers with affordable rental proposals and to cover the demand for new types of houses for small family units. This macro-challenge is not only a matter of quantity but also of quality of housing delivered because low quality leads to social discrimination and social segregation.

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RAPID MIGRATION

Rapid influx of people coming into the cities is linked to solidarity, help, curiosity, new demographic opportunities and maybe some economic opportunities. But, it is also linked to the creation of a parallel society with large groups that are not well included due to different values, behaviours and backgrounds together with a lack of understanding of those groups. The rapid flux of people leads to more pressure on amenities, housing and public spaces. Sometimes the latter are not well designed for including people with different cultures and habits and this aspect leads to the lack of quality due to quick response and the lack of the human scale. This situation then doesn't create/implement the sense of belonging among people and places and

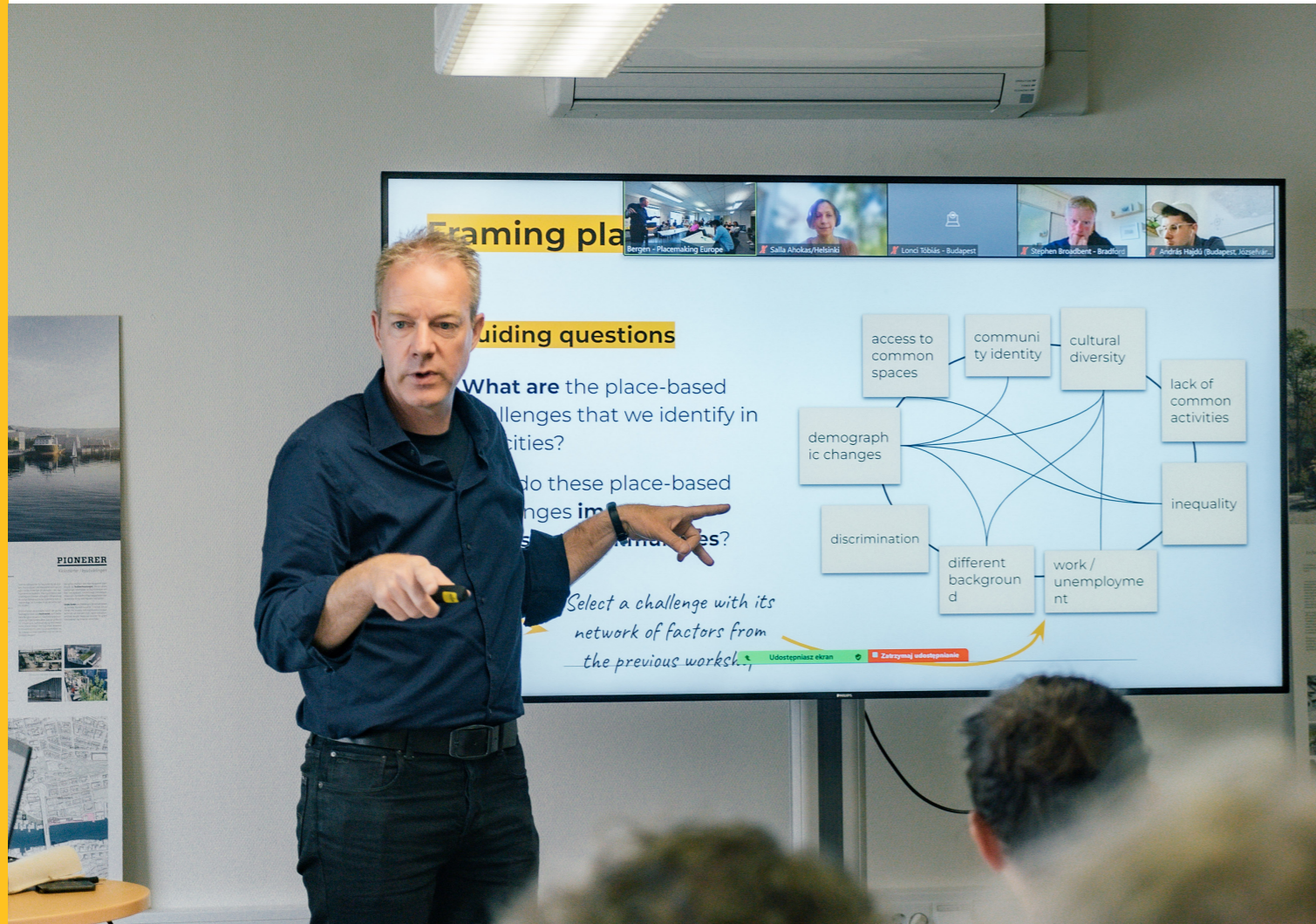
might lead to traumatised and disappointed people and antisocial behaviour. However, the big question on the base of this challenge is how can we better involve new residents into the social life of a city? A central role is played by schools, libraries, local politics and rights.

Rapid influx of people coming into the cities is linked to solidarity, help, curiosity, new demographic opportunities but, it is also linked to the creation of excluded groups.

URBAN HEALTH

The two main key factors of this challenge are the social and the physical environment of urban settlements that are strictly correlated to mental health and physical health. These two have a circular interrelation because one impacts on the other but they are also connected to a variety of other causes and consequences. The most important topics that have emerged are: connection with nature, urban agriculture, physical exercise, biking and walking, effects from pandemic, social life, green public spaces, isolation of different groups, public spaces for all, peer to peer control, inclusion, safety for youngsters, depression, bullying, loneliness.

The two main key factors of this challenge are the social and the physical environment of urban settlements that are strictly correlated to mental health and physical health.



26 - DAY 2, BERGEN, PRESENTATION ACTIVITY

Place-based challenges and communities' point of view

This session was focused on discussing place-based challenges and how they could be addressed through placemaking. We explored how some of the factors identified in the previous exercise impact the built-environment and communities. This exercise provided us with entry points to address place-based challenges, and therefore the complex macro-challenges through placemaking.

We wanted to focus on places as the heart of the community. Place is a space where people meet, gather, share ideas, and connect. So we moved to the relationship between people and places.

Activity

Within the same groups of the previous workshop, participants were asked to identify place-based challenges correlated with the root factors of each macro-challenge in a solution-oriented way to share possible actions and projects to work on. The "challenge" was to consider/think multi-purposes ideas able to cope with the complexities of challenges and their different aspects.



27 - DAY 2, BERGEN, WORKSHOP ACTIVITY



28 - DAY 2, BERGEN, WORKSHOP ACTIVITY

The key takeaways from each group

COMPETITION FOR SPACE

- Flexibility of use of space limited by regulation (e.g. heritage protection)
- Lack of temporary disruptive events
- Resistance to changes in mobility due to limits in the 'imagination' to see alternatives of transport
- Lack of bravery to test new approaches (dependence on people's courage to overcome clash of interest)
- Perceived importance of 'parking lots' to prosperity of businesses (logistics, customers)
- High costs of implementation of public space for robustness and maintenance because of intensive use
- Logistics (goods), and basic mobility (buses) service make it difficult to move cars away
- Public space more intensively used in dense areas, hence more attention to design
- Traditional consultation methods do not provide all necessary information to understand use of city-scape
- Clash of interest on how we use the open space left in the city (deciding hierarchy)
- Public space is not designed really accordingly to how people (user groups) use the street-scape (lack of data and knowledge)

CLIMATE ACTION

- Meantime uses are valid and valuable
- Access to public amenity
- Under-use low footfall
- Implement mobility - transport - infrastructures
- Focus on delivery of new units rather than on qual-

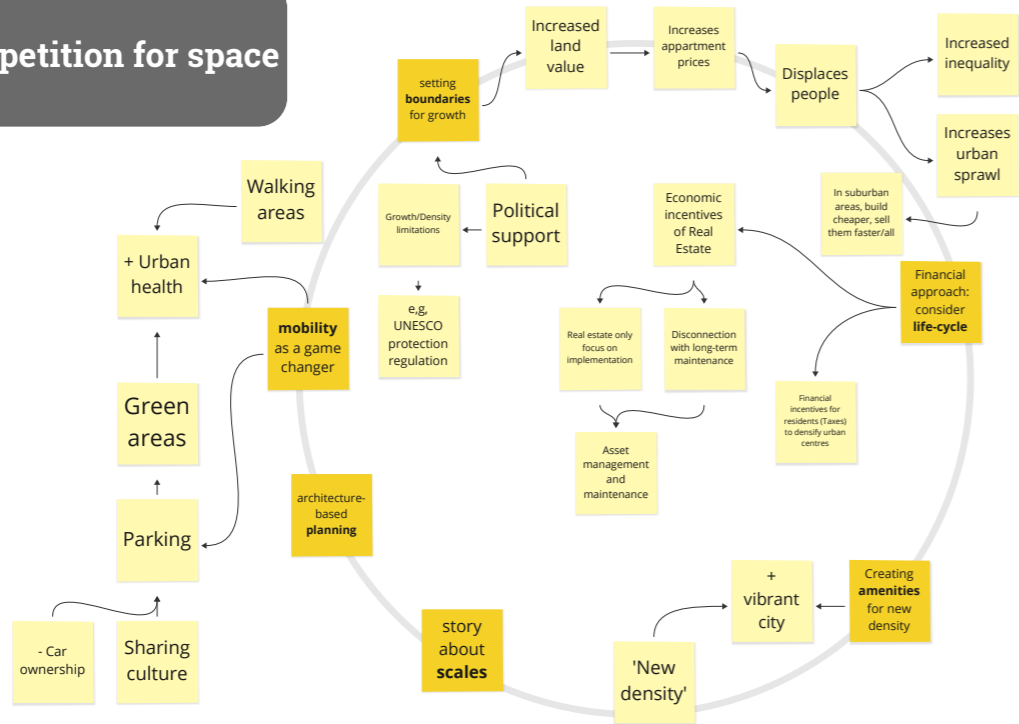
ity of existing stock

- Improve physical wellbeing / air quality
- Air quality - knock on responsibility / cognitive / cardiac ill can be disproportionately experienced by areas with poor socio economic outcomes, children and older people
- Maintenance of Local authorities housing, retrofitting
- Education: high density city development changes our footprint to grow / produce food
- "Bravery" of policy makers to keep "big picture" in mind

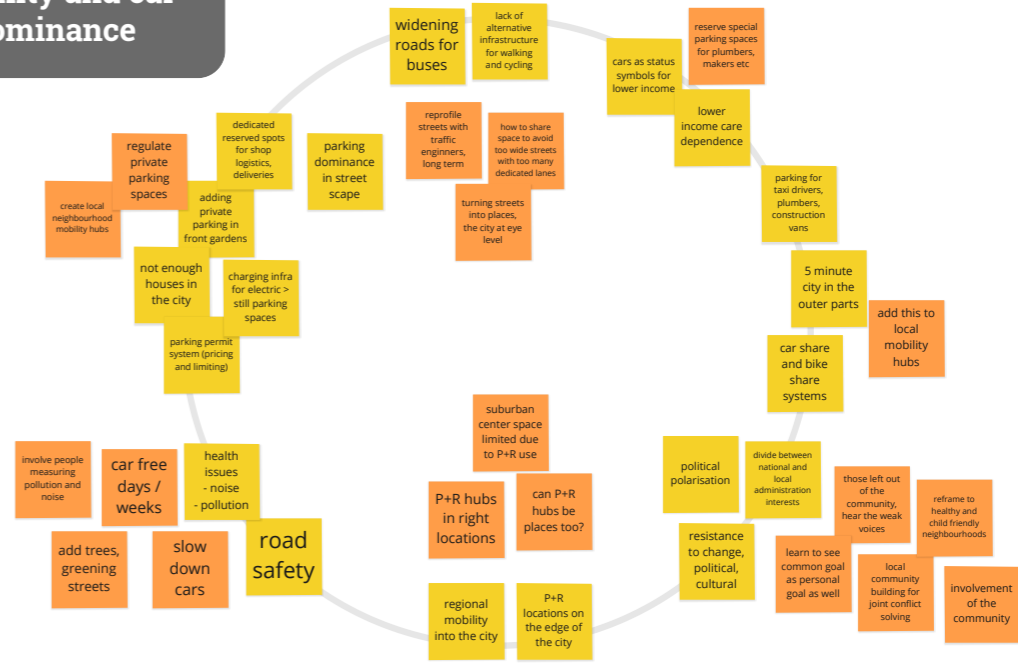
MOBILITY & CAR DOMINANCE

- Regulate private parking spaces
- Reframe to healthy and child friendly neighbourhoods
- Create local neighbourhood mobility hubs
- Reprofile streets with traffic engineers, long term
- Involve people measuring pollution and noise
- Slow down cars
- Car free days / weeks
- P+R hubs in right locations that are places (and not only spaces)
- Turning streets into places, add trees, greening streets (the city at eye level concept)
- Local community building for joint conflict solving
- Reserve special parking spaces for plumbers, makers etc
- Share space to avoid too wide streets with too many dedicated lanes
- Involvement of the community, above all those left out of the community, hear the weak voices
- Learn to see common goal as personal goal as well

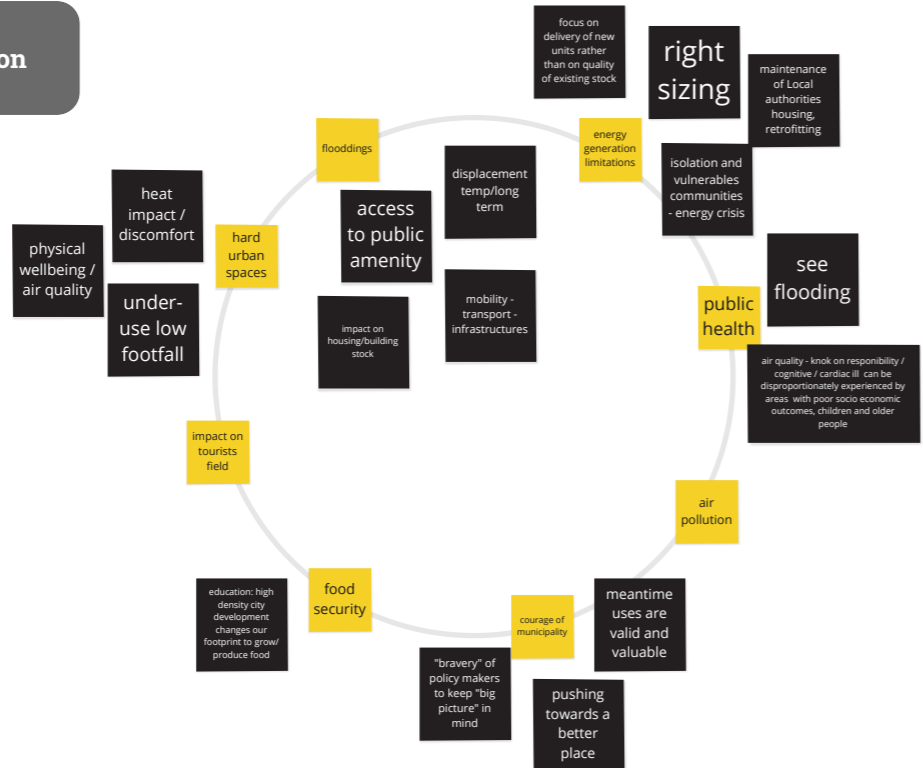
Competition for space



Mobility and car dominance



Climate action



Housing for all



29 - DIAGRAM FROM MIRO BOARDS - COMPETITION FOR SPACE
30 - DIAGRAM FROM MIRO BOARDS - CLIMATE ACTION

31 - DIAGRAM FROM MIRO BOARDS - MOBILITY AND CAR DOMINANCE
32 - DIAGRAM FROM MIRO BOARDS - HOUSING FOR ALL

HOUSING FOR ALL

- People spending time in cars - locked out in their cars rather than encountering with people
- Social segregation - conflicts between communities manifesting in the public realm
- Lack of integration of communities - can be physical barriers
- Physical barriers resulting in poor accessibility to services
- Students living together - often excluded from the communities - student-led initiatives from Bergen

RAPID MIGRATION

- No quick fix
- Neutral space - activities & engagement
- Focus on 1 specific group, doesn't mean excluding the other
- Identify the underutilised target groups (e.g. women) - who are willing, not sure how, but can build connections
- Include and acknowledge marginalised groups, through testing
- Tactical urbanism - testing what is needed / is successful
- Indoor placemaking as living rooms
- Clear & effective communication = explanation: equity versus equality
- Placemaking including the social needs - both temporary and permanent
- Placemaking as a process & build trust
- Engage unwanted groups (youth, homeless, minority groups)

URBAN HEALTH

- Make public space more attractive
- Improve walkable connections and create reasons to go there
- Easy accessible uni-sport gym for all ages (especially for elderly)
- Facilitate for urban gardening
- Plant more trees
- Remove barriers both physical and mental
- Consider streets as public spaces (complete streets concept)
- Start from small spot to make them nicer
- Create opportunities for physical activity
- Encourage outdoor gymnastic but also other activities along streets
- Nudging people to change their mind about cars: it is healthier to use bikes
- Encourage activities for free by organisations
- Creating meeting places where socialise
- Implement free public toilets
- Create comfortable places with trees, benches, food, beer)
- Include different kind of furnitures for different users
- Create flexible spaces for customization
- Create more pocket parks (so that they are closer to everyone)
- Highlight the dog community (having a dog is a good and easy way to meet people and socialise)
- Design themed playgrounds that attracts many people (parents are where the kids are)

Rapid Migration



The impact of placemaking

The focus of this step was on how to prioritise place-based challenges to be addressed through placemaking, based on their local impact and ease of implementation.

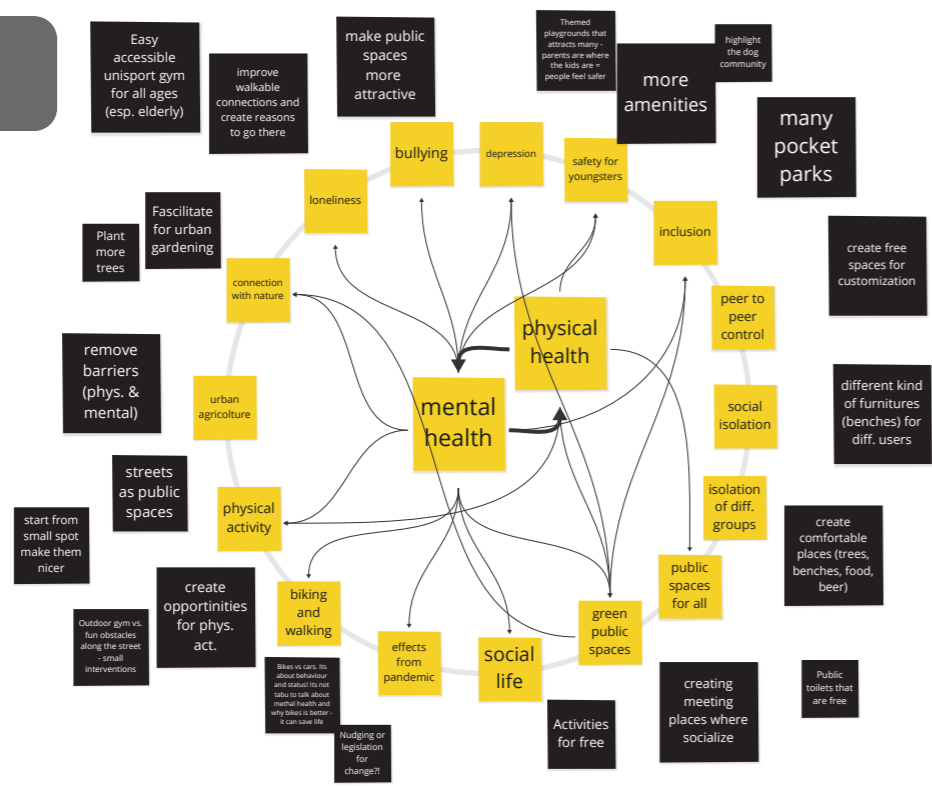
This part of the workshop was based on a specific tool that is “Apple tree matrix” (also called impact/difficulty matrix). The Apple tree matrix helps placemakers to prioritise ideas and then focus on “quick wins” and “long term change” to identify short-term actions that can make a difference - right now - without losing the long-term perspective.

The Apple tree matrix consists of a space subdivided into four quadrants determined by two axes: the horizontal one is about the added value (or impact) and the vertical one is about the implementation (or difficulty).

Following the metaphor of the apple tree, the four quadrants that emerge are:

1. Low-hanging apples. Also called the “quick wins” these are the ideas that are easy to implement and that immediately make a difference in the daily life of residents, without too much risk for the project contractor.
2. Apples in the sky. Hard to catch, but delicious, these are ideas that have a strong impact on the long term, but require more effort than the quick wins.
3. Apples that have fallen on the ground. These actions are easy to implement but have little impact on the project.
4. Wormy apples. These are the false good ideas, the proposals which bring little added value to the project, all while being resource intensive.

Urban health



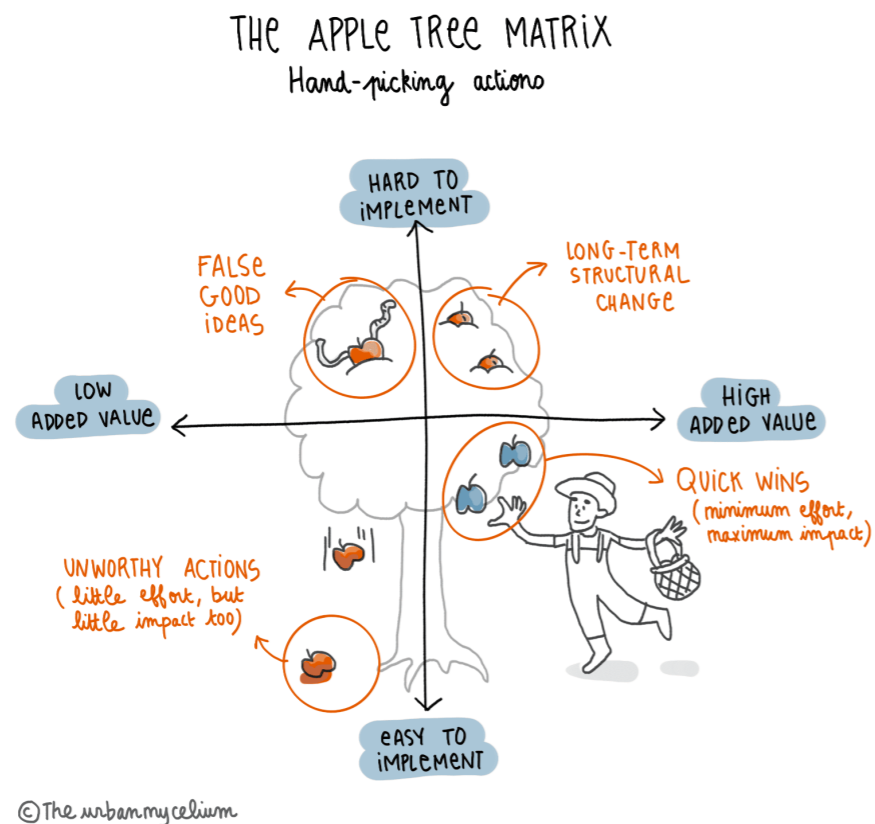
33 - DIAGRAM FROM MIRO BOARDS - RAPID MIGRATION

34 - DIAGRAM FROM MIRO BOARDS - URBAN HEALTH

Activity

Split into city-groups, participants were asked to create their own Apple tree matrix about place-based challenges. They had to choose the most urgent place-based challenges for their city (among all the place-based challenges shared between participants). Then, they had to discuss the importance and the difficulty of these ideas in order to prioritise them and define an overall strategy.

Quick wins are essential in making a difference in people's lives and building trust because they are visible in the short term and they pave the way for working differently with the inhabitants. However, it is important to not forget the structural changes that municipalities want to implement in the long term; without that, the "quick wins" would only be window dressing!



35 - THE APPLE TREE MATRIX ILLUSTRATED BY "THE URBAN MYCELIUM"



36 - DAY 2, BERGEN, WORKSHOP ON THE APPLE TREE MATRIX



37 - DAY 2, BERGEN, WORKSHOP ON THE APPLE TREE MATRIX

Teams presented their findings

BERGEN

Long-term: changing mindsets of people, both developers and residents. Quick win: testing and learning by doing, turning streets into places.

BRADFORD

Long-term: Regeneration of central urban area - viability of the market. Short-term: Changing how we work together across and build partnerships to use resources across teams.

BUDAPEST

Long-term: Regulations change to develop social housing. Quick-win: Less cars in the city - closing down streets to make them care free.

CORK

Long-term: 15-min city application, rooted in city-development plan - overarching application. Quick-win: Integrating student and family living - sharing neighbourhoods. (Win-win for aging population).

HELSINGBORG

Long-term: Placemaking as a process to build trust. Quick-win: involve dog groups to engage more groups in walking.

HELSINKI

Long-term: implement the budget for a better state of maintenance. Quick-win: add more flowers and greenery everywhere. In general keep raising awareness of placemaking and opportunities to use it as a methodology for different processes.

ROTTERDAM

Long-term: implement social cohesion, leveraging big data to analyse state of the art, work for urban health. Quick-win: more facade gardens, Pocket parks and involving dog community.

TREŇÍN

Long-term: Persuade people to use public transport, walk and cycle. Quick-win: Temporary events that can change street-scape or roads temporarily to introduce

new ways of using them // with communication and markets that can help change the mindset of car-drivers.

VINNYITSA

Long-term: Total reconstruction of industrial parks with the relocation of businesses. Social housing (financial support) and social enterprise projects for people. // Overcome lack of bravery to try new things.

Quick-win: Starting with small projects we can influence the quality of water - activities for free to engage people IDP. Mobility for disabled people (injured soldiers)

WROCLAW

Long-term: Changing habits and mental mindsets (related to mobility, how we socialise, activities, involvement). Quick-win: more greenery (evidence of that on survey). Transforming spaces into parks.

Common trends and reflections on the matrix

LONG TERM CHANGES

- Structural changes in institutions, the way we do policy, fund projects. Structural changes to urban systems (like mobility, housing).
- But also structurally changing mindsets and habits, and ambitions of people (single-family self-standing house, private car)
- Urban regeneration of existing areas of the city

QUICK WINS

- More inclusive public spaces and more social cohesion.
- More experimentation and testing temporary solutions with low-cost low-scale interventions.
- More greenery and pocket parks
- Enabling small local action (micro-funding) and fostering civic engagement (above all for those who are often excluded or not reached).

City equity bright spots

Since equity means providing an environment that gives everybody equal opportunity, we learned about two case studies focused on how to ensure that everyone has what they need to thrive in two European cities.

The young VIC theatre taking part programme

By Ali Hossaini (Visiting Senior Research Fellow at King's College London)

He is a trustee member at The Young Vic, a theatre on the South Bank in London. Suffolk and Lambeth – where Ali works - are London's most diverse boroughs. There is a lot of marginalisation and cultural deprivation here, and in London, theatres have typically been perceived as elite spaces. Ali and his colleagues at the Young Vic sought to change that.

Ali spoke about how the programme "Taking Part" is a way to give voice to the unrepresented communities. Ali created the "Neighbourhood acting programme" to give everyone – regardless of their background -- a chance to participate in theatrical training.

The face of the theatre has been transformed visually to remember local heroes who deserve credit. In response to the Black Lives Matter Movement, the "Unforgotten" participatory artwork programme was developed. The community nominated heroes that were celebrated with artworks by Sadeyesa Greenaway Bailey & Anna Fleischle. This collaborative project was an explosion of talent and outpouring of love that magnified new voices in the community.

The Young Vic proves that arts and creativity can be truly transformative. Learning and the arts are important ways to engage new community members and



38 - DAY 2, BERGEN, INTRODUCTION ON CITY EQUITY BRIGHT SPOTS



39 - DAY 2, BERGEN, PRESENTATION OF THE YOUNG VIC THEATRE TAKING PART PROGRAMME

increase equity through a mix of creative materials and knowledge of the past. In order to have short term change, we need to build long term commitment and partnership. The Young Vic worked to build institutional trust and programs that were place based and co-created.

Antwerp Roma team

By Natasja Naegels, Roma Expert at the City- Antwerp

Natasja works for the municipality of Antwerp with the Roma community, a highly marginalised group across Europe, with a long history of experiencing discrimination, persecution and exclusion. Her work seeks to engage the community to participate in society and break the cycle of poverty. Her team at the municipality works on different levels, from the management of individual cases such as the prevention of child marriage, to broader education, schooling and gender initiatives. “Mainstream thinking is that it is impossible to make change”, but we empower girls about choice and use it to effect policy change”.

Natasja said that the bonds created with the community are a key to success. Except for herself (whose origin is Belgian), all members of the team have Roma origins, and this is key to create connections and build trust within the community. The team’s results can be mostly measured through personal stories:

Miranda is a girl who refused to get married through the traditional arranged Roma marriage process. The Roma team helped her to find a house and a job.

Fatima was a young woman who had trouble in school. The team was called to help and found that there was a lot of violence in her house. Natasja and the team supported her, and she is now studying to pursue her passion for photography.

Assessing equity

Patrin Watanatada from ISUH facilitated an exercise to help diagnose how the actions to drive equity are being put into practice by the municipalities joining the Cities in Placemaking programme. The group engaged in city-specific discussions that considered placemaking projects and evaluated them in terms of the Five Actions to Drive Equity. Participants contemplated how to advance these actions within their initiatives, focusing on populations in particular that may be overlooked. Throughout the exercise, we explored challenges and potential improvements that could be implemented to benefit more individuals in our communities and fostered a deeper understanding of equity and the practical ways to apply equitable principles in placemaking. ISUH also encouraged participants to consider these questions of equity and placemaking during site visits in Bergen.



40 - DAY 2, BERGEN, PRESENTATION ON ANTWERP ROMA TEAM



Site visit

Before the site visit, Patrin Watanatada (Accelerating City Equity (ACE) Project Advisor, ISUH) shared some inputs to take into consideration for “assessing” equity in urban places during the visit itself.

The proposed methodology insisted on taking into account:

- Think of a local resident who might not be able to enjoy this place.
- What barriers exist to their use and enjoyment of this place?
- How might this place be improved to benefit them?
- How might they be involved in the change?

During the site visit we explored:

- **Marineholmen:** a transformed former dockyard that became a beach and a recreational area. The beach



is now available for many more than the Møhlenpris residents, creating a new connection across the former barrier of the canal.

- **Møllendal and Store Lungegårdsvann:** this area is full of ongoing projects to be further developed. Tunnel muck from the construction of the underground station of the light rail has been filled in to make room for cycling and walking infrastructure, and a beach and park currently under construction.
- **Mindemyren** is a brownfield site being transformed into a new mixed district for housing, public services and commercial space.
- **Fyllingsdalen cycling and pedestrian tunnel** (the world’s longest purpose-built bicycle tunnel) runs alongside the new light rail line and creates a new connection between Fyllingsdalen suburb and Mindemyren. With its 3000 metres, it is and it takes around 10 minutes to cycle across.

Organisational challenges

Day 3

This session was led by one of our knowledge partners of the Creative Bureaucracy Festival, by Robyn Bennett. We discussed the organisational challenges for municipalities, and explored creative ways to overcome them. This session introduced the next milestone on organisational bottlenecks that will be led in Strasbourg during the Placemaking Week Europe 2023.

This session was divided in 5 parts:

- Presentation about the definition of “Creative Bureaucracy”;
- Workshop on mapping organisational bottlenecks in a placemaking context;
- Deep listening session exercise in pairs to share with a participant from a different city reasons why you decided to work in the municipality;
- Workshop on identifying bottlenecks related to selected quick win and long-term strategic action;
- Plenary session with closing reflections.

The definition of “Creative Bureaucracy”

The 3 pillars of creative Bureaucracy are:

- 1) Rethink rules and incentives for the 21st century;
 - 2) Enrich the inner life of bureaucracies;
 - 3) Build trusting relationships with the civic and business worlds.
- The “creative bureaucracy” is a deliberate oxymoron because bureaucracy usually is not creative! So the aim is to make people not frustrated by bureaucracy.



43 - DAY 3, BERGEN, INTRODUCTORY ACTIVITY ON ORGANISATIONAL CHALLENGES



44 - DAY 3, BERGEN, WORKSHOP ACTIVITY ON ORGANISATIONAL CHALLENGES

- The key elements of the “Creative Bureaucracy Festival” are two-fold: first, the structural change and, second, people and relationships (enabling people to deal with bureaucracy).
- Regulations are influencing what civil servants are doing. It is better they feel the power of community instead of feeling isolated. There are a lot of rules and incentive programs for the government. We want to enable organisations to bring different types of people together and build relationships to collaborate more effectively.
- Another aim of creative bureaucracy is to help citizens to shift from a “no culture” to a “yes culture” to improve their responsiveness;
- People get frustrated when they are more creative than the rest of the system so it is necessary to build coalitions for structural change and add flexibility and adaptivity to bureaucracy.

Workshop activity on mapping organisational bottlenecks

The workshops aimed at mapping organisational bottlenecks in a placemaking context through three main categories:

- RULES AND INCENTIVES such as financial regulation, zoning laws, land ownership, etc.;
- INNER LIFE OF BUREAUCRACY such as centralised and/or siloed decision-making, linear planning schemes, no communication between departments, unclear roles, key skill sets are missing, complaint culture among colleagues, etc.;
- RELATIONSHIP WITH CIVIC AND BUSINESS WORLD such as difficulties in the cross-sector dialogue, difficulties in engaging actively locals, or worries among colleagues about residents’ behaviour, etc.

Participants were asked to work in groups with representatives of different cities to list and share the most problematic organisational bottlenecks.



45 - DAY 3, BERGEN, WORKSHOP ACTIVITIES

46 - DAY 3, BERGEN, PLE-NARY SESSION

47 - DAY 3, BERGEN, PLE-NARY SESSION

Challenges and reflections from the participants

From the plenary session with closing reflections, it is possible to identify 5 main clusters of organisational bottlenecks that are: funding, organisational difficulties, sharing the value of placemaking projects, engaging people and measuring the impact of placemaking projects.

FUNDING

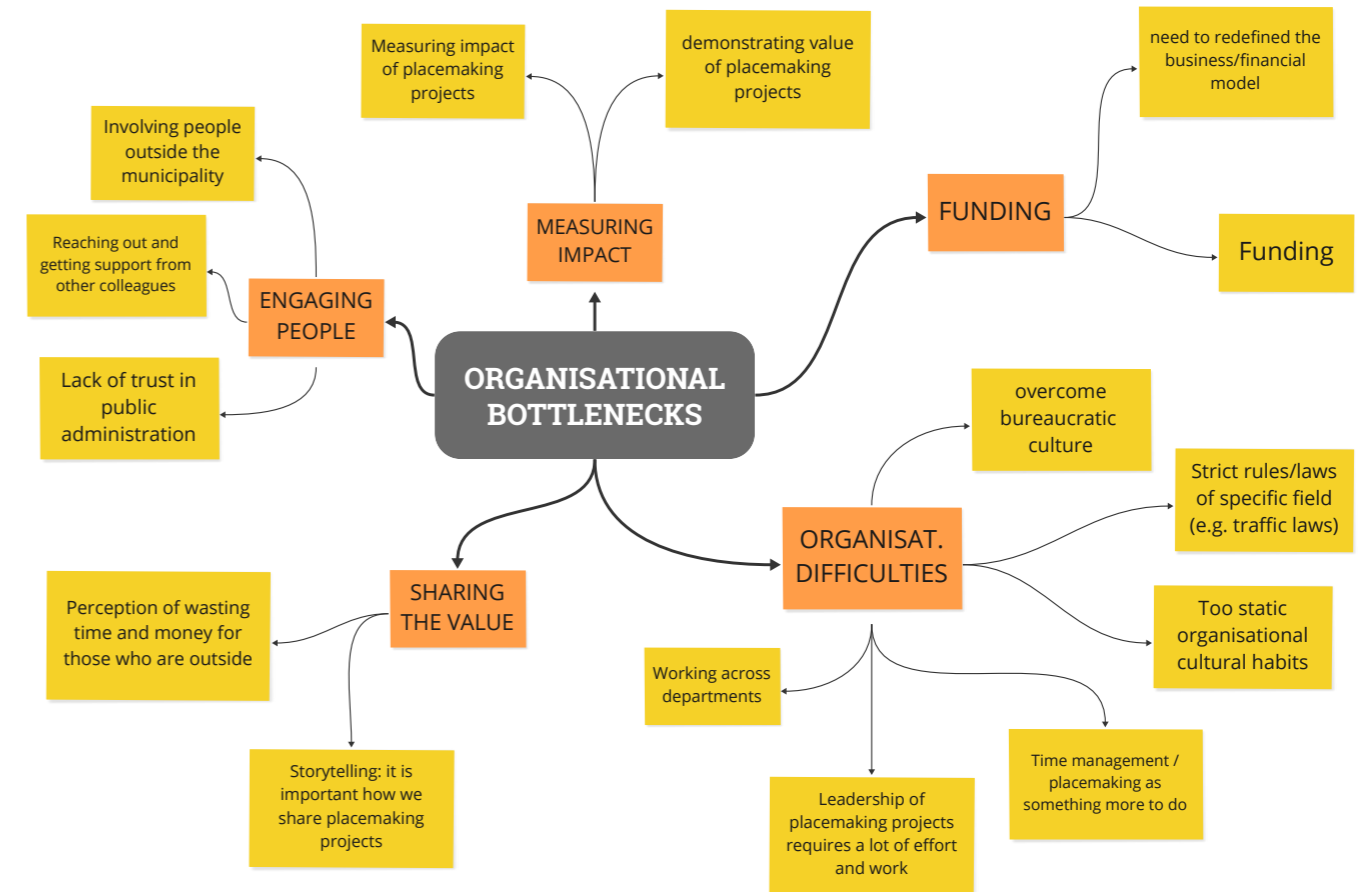
- Funding (no budget allocated and difficulty of raising the money from private sector), even if someone has shared that we have funding from other departments → need to redefined the business/financial model

ORGANISATIONAL DIFFICULTIES

- The difficulties that stem from working across departments
- One of the problems is time: there are a lot of other projects to follow that placemaking projects seem to be an additional task (when there is not a dedicated team)
- Leadership of placemaking projects requires a lot of effort and work: both for the ongoing projects and for those that can be approached through placemaking
- How to overcome bureaucratic organisational culture
- Strict rules/laws of specific field (e.g. traffic laws)
- Too static organisational cultural habits

SHARING THE VALUE

- Storytelling: it is important how we share placemaking projects
- Who is outside the placemaking approach share the perception of wasting time and money through



testing and piloting (the possibility to fail and improve the design is not always conceived as an opportunity).

ENGAGING PEOPLE

- Difficulty to reach out and get support from other colleagues
- Lack of trust in public administration
- Involving people outside the municipality

MEASURING THE IMPACT

- Measuring impact of placemaking projects
- Demonstrating value of placemaking projects

48 - DIAGRAM THAT SUMMARIZE CHALLENGES AND REFLECTIONS FROM THE PARTICIPANTS

Key takeaways and conclusions

Key takeaways

After having made a wrap-up of the three days in Bergen, participants were asked to synthesise what they have learned during these intensive days.

GUIDING QUESTIONS:

- What are your key takeaways from the event?
- What would you have liked to see more of?
- What would you like to see in the next event?
- What are some practical things that you would like to implement in your work after this event?

SHARED ANSWERS:

- Better understanding of placemaking a process: it is “easier” to think a strategy than to implement it
- Equity is a good lens to distinguish place-washing from placemaking
- There is the need to make a deep diving into the work across departments
- It is difficult to start some new initiatives but it is important to engage local angels/citizen angels
- Start to increasing the local placemaking team
- We are in the same boat: challenges are the same among different cities, so also the solutions could be shared.
- Nurture the placemaker that is inside everyone: Placemaking is an approach very close to the work of civil servants and whoever deals with civic engagement and projects of great places. There is need to recognize placemakers that are outside the municipality and work together.
- Working and discussing together was helpful to open up our minds.



49 - DAY 3, BERGEN, ACTIVITY ON ORGANISATIONAL CHALLENGES

Why placemaking?

- Understanding the major challenges facing cities and communities highlights the need for a flexible approach that can adapt to changing societal conditions.
- Placemaking, as a flexible approach, can help devise strategies to address these complex macro-challenges through community engagement, inclusive design, and sustainable development practice.
- Placemaking can address multifaceted issues such as social inequality, lack of community cohesion, unsustainable development patterns, or a decline in public spaces, among so many others.
- Placemaking will not solve climate change, segregation, etc. completely but can play a crucial role in addressing these challenges on a smaller scale by empowering communities and giving citizens the opportunity to play their role actively.

Next step: Placemaking Week Europe 2023

The next session of the Cities in Placemaking programme will be on **Organisational bottlenecks**, the third milestone of the Cities in Placemaking programme.

We will meet in September in Strasbourg during the Placemaking Week. There will be some dedicated workshops both before the official beginning of the festival and after the event itself.

The main purpose of the next session will be to identify the main organisational hurdles of City governments in placemaking processes, and explore potential solutions to enhance their effectiveness.

This year's festival will explore 4 overarching themes that correlate with these approaches to placemaking, as well as with the city of Strasbourg's distinct goals. We aim to bring together knowledge and perspectives from around the world to explore:

Placemaking for equity

Placemaking can play a role in creating awareness for and addressing systemic inequalities within urban communities and spaces, and creating opportunities for all sectors of urban life and culture. How can we leverage a placemaking approach to help citizens to achieve their fullest potential while celebrating their humanity – no matter where they are from, who they are, what their beliefs and interests are, and what they have lived through.

Placemaking for ecology

How can placemaking help to achieve a much needed balance between human culture and the natural envi-

ronment? A transformation that catalyzes climate adaptation & resilience; green mobility; renewable energy transition (i.e. lowering the dependency on fossil fuels) and an increase in biodiversity is crucial to be able prevent or recover from climate-related disasters.

Place-led development

Innovative approaches, like place-led development, take the principles of placemaking and use them as the fundament for real estate or area development. By integrating the soul of place, social life, culture, management of a diversified ground floor use and public space with the design of the area right from the start, these approaches tend to lead to vibrant, creative, and innovative inclusive communities with long lasting value and the capacity to survive, adapt and thrive.

Placemaking for civic engagement

A fundamental aspect of placemaking is the importance of a bottom-up approach. Placemaking for Civic Engagement involves communities working together in both political and non-political actions to protect public values or make a change in a community. The goal of civic engagement is to address public concerns, resolve conflicts between groups, and promote the quality of the community, stemming from the real concerns and desires of the citizens themselves.



Thanks to all participants!

Ali Hossaini, Amalie Hilde, Anna Abenheim, Cathal O'Boyle, Emiel Arends, Emma Dahill, Giselle Sebag, Hans Karssenber, John Jacobs, Kevin O'Connor, Laura Ve, Lisette van Rhijn, Livia Gažová, Marcial Silva Mercado, Maria Blau, Marta Popiolek, Martha Halbert, Marzena Horak, May Britt Hernes, Melany van Twuijver, Natasja Naegels, Patrin Watanatada, Ramon Marrades, Robyn Bennett, Stefania Campioli, Stephen Scully, Yuliia Kashpruk.



See you at the next Cities in Placemaking meeting in Strasbourg!



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