ictc

international cities, town centres & communities

Auckland Conference

June 2007

Conference Report

Councillor Neil Rose

**Theme:
Cities on the Edge
focussing on
Sustainability and Place Making
of
Downtowns, Strip Shopping Centres & Public Spaces**

Introduction

The International Cities and Town Centres (ictc) conference held in Auckland, New Zealand was by far the most beneficial conference I have attended as a Wyong Shire Councillor. The lessons learnt on Place Making must, in my opinion be applied to all future strategic thinking regarding strategies to improve existing town centres. I believe Wyong Council has over many years has favoured new large shopping malls to the detriment of the existing town centres. Taking council services from the existing towns of The Entrance/Long Jetty, Toukley and Wyong and placing those facilities into the large shopping malls has taken away, to a very large degree the necessity of the local communities to visit and support the older strip shopping centres. These decisions have advantaged major developers to the detriment of the small independent retailer and to the overall detriment of the existing strip centres.

How do we turn this situation around? Wyong Council has to build into future strategic planning those aspects that go to making a 'place'. We need to recognise the history of the older centres and include this into building designs and presentations. There has to be a reason created for people to visit and return to our town centres. The use of street art and/or building design should be used to help create 'place'. It was suggested that employing an 'artist' who had a good knowledge of planning issues proved to be very valuable for many communities. Council services should also be available at these centres and be integrated into the centre in such a way to be obvious and convenient.

We as a council must commit to maintain the presentation and cleanliness of our towns to at least the same standards applied to the large shopping malls. The clear message from the Auckland ictc conference was that to have people return to strip shopping centres they must be:

1. Clean. Amenities must be cleaned regularly, not just once a day and shoppers like to observe a centre being maintained during the course of the day. It was stated by one presenter that amenities should be at least of a standard that you would expect to find in QANTAS club. Parks/village greens/gardens must be attended to on at least a weekly basis and should be part of the daily maintenance program.
2. Safety. Again having people maintaining a centre, in a uniform gives the impression of cleanliness and safety.
3. Provide clean, well maintained and obvious parent amenities.
4. Retailers and their staff must be courteous and helpful.

It was not all one sided when it comes to addressing the issue of Place Making. Communities and retailers also have a major role to play. The community by being involved in planning processes and by taking pride in their town and supporting their retailers. Retailers by identifying the correct retail mix required and by recognising that convenience shopping is a major focus in successful centres (opening to meet their customers requirements, not their own). Retailers and business property owners must be prepared to share the costs of improving their centres. They can not expect residents to meet the total costs of refurbishments of our town centres through their rates.

Towns that are successful employ experienced town managers to assist their retailers. Some of their duties include:

- Identifying the correct retail mix required and identify potential operators to fill gaps
- Provide retail training in customer focus to assist retailers to better meet their customer needs.
- Market their town to attract residents and visitors.

I'll finish up by stating that the International Cities and Town Centres conferences should be one that councillors and staff should attend regularly to keep in touch with planning trends and changing attitudes. Many of the issues being faced by Wyong Council have already been addressed by others. In addition to accessing new thinking on planning issues, I'm sure the staff of Wyong could be valuable contributors to the ictc conferences as well. It is often stated that to achieve total competence in your field you should teach/lecture on your discipline. I believe Wyong Shire staff has much to offer.

Neil Rose
Councillor

Session 1

Special Interest Group 5, Place Making

Place making is a term that began to be used in the 1970's by architects and planners to describe the process of creating squares, plazas, parks, streets and water fronts that will attract people because they are pleasurable or interesting (Source – Wikipedia).

Place making involves all the functions that are necessary in achieving a sustainable urban outcome – that is balancing the social, cultural, environmental, financial and economic dimensions within a project (Source – Sydney Olympic Park Authority).

Rolf Sanderson
Noosa Shire

Rolf Sanderson made the following comments re place making:

- You needed to enhance existing areas rather then trying to contrive place making. The example used was Hastings Street at Noosa. This street is an 'iconic' destination that needs to be refurbished approximately every eight years.

- Noosa tries to take a different approach for each street scape by utilising artists and street art. Landscaping is also used extensively.

- Utilise historic buildings where possible (this may require a building to be relocated)

- People with disabilities must be catered for. One approach to this is for planners/designers to wear glasses that restricts their vision and for them then to 'take a walk' around a town.

- 'Upgrading' can on occasions mean that a minimalist approach can be adopted. This has the added bonus of keeping costs down.

- Small villages have a totally different 'feel' and don't wish to be seen as being a part of a larger centre.

- Merchandising/unique business mixes etc help create 'place' (delicatessen etc).

- Art is one of the better ways of creating 'uniqueness'. An example is to have people contribute street furniture or street art, or create a fund to raise funds for street art. A plaque can be attached to recognise the family's name/s. May need to demonstrate to people the benefit of art to produce the required effect.

- Another example of a city that has a major focus on street art is Geelong, Victoria.

- Property owners/businesses formed 'specific interest groups' (SIG) to address their specific location. The SIG also agreed on the levees to be struck on businesses based on the size of the business. Small businesses pay approximately $2000.00, larger businesses pay $7000.00 and an activity such as the Sheridan Hotel pays $120,000.00. These levees are paid annually.

Ethan Kent
Vice President, Project for Public Spaces (PPS) NEW YORK USA

Ethan Kent has worked extensively overseas and claims that place making has taken off. His view is one of '*what ever the traffic engineers say, do the opposite to build an effective place'*. He stated that it was '*the social dimension that makes a place work and with this in mind the very first question you must answer is what do you want to do in a public space'?* He made the following points about place making:
- A 'place' is an area you never want to leave. It is a 'cool' place.
- It attracts people.
- It is a space for socialising/fun/life
- It is a place for everyone.
- It's about giving a space a story that is shared by many.
- It is a place we care about and want to be.

He finished this talk by stating that '*place is more important then design'.*

Stephen Wright
Geelong

Stephen Wright said that Geelong's approach was to meet the needs of the city. This included in involving local people in the design.

Geelong City's approach was to:
- Built 'the space'
- Market it, and
- Manage events/shows to ensure there's ongoing entertainment.

There was a note of caution mentioned by Stephen Wright and that was '*place management does create inconvenience for some and this need to recognised and managed'.* Geelong has a town management structure in place to:
- Look after the centre.
- Maintain the centre.
- Provide security, and
- Measure customer satisfaction and visitations.

Session 2A, Sustainability

Waitakere City, Eco City.

Mayor Bob Harvey

Mayor Harvey has been Mayor for 15 years and was elected on a Ecological Sustainability platform. Waitakere City is located on the approaches to and in the Waitakere Ranges, West of Auckland. His focus has been:

- Reduction of household waste (down 30% in last seven years). He states that they've had some major failures but has also achieved colossal successes in this area.

- Brought the entire council staff together to reinforce the importance of being an Eco City. This was the initial exercise in identifying the place that is Waitakere City today.

- Refused to build or upgrade any new or existing major or secondary roads within the boarders of Waitakere City. What existed is what people have to use. Residents are encouraged to utilise the trains or buses. They also charge an impost for single person car usage within the city.

  The Mayor openly admitted that the roads are 'terrible' during the morning and evening peak periods but commuters are starting to turn towards public transport. The council is also actively encouraging job creation within the city to reduce the need for people to rely on cars to access employment. Employment generation is currently running at 3% pa.

  The city is currently looking at the future use of light rail to further reduce motor vehicle usage.

- Adopted the policy that towns/villages are for pedestrian use and have actively planned to minimise the use of cars in these areas. Towns and villages make extensive use of trees, public art, markets, cafes, galleries etc. Public libraries are integrated into the town centre adjacent to cafes/retail outlets.

- The council currently plants 80,000 native trees and shrubs per year. In addition to this the city employs artists to input into their infrastructure designs (bridges, footpaths, lighting, community art etc).

  I visited Waitakere and have seen their approach to footbridges and street scape design. They have included elements to take the blandness off the structures. The end results are structures/streets that are interesting and attractive and also appear to be well received by the local residents.

- The city council actively encourages cultural activities and also assists industry to establish their activities within the city.

- Waitakere has instilled community pride in their residents and the result of this is they have many volunteers who continually clean up their:
  - Roadways
  - Waterways
  - Footpaths
  - Open spaces, etc

- All new civic buildings in Waitakere City are designed to be eco friendly, sustainable and attractive.

Creating a Sustainable Town Centre – Rouse Hill.

Dr Caroline Noller & Mr Ken Knox
Dr. Caroline Noller; Mr. Ken Knox
Sustainability Catalyst and Retail Development Director
The GPT Group Sydney NSW Australia.

Dr Noller:
- Important to create an environment that enriches peoples lives. Rouse Hill had a Development Corporation established to manage the Rouse Hill project.

- Serious focus on minimising the capital capacity (ecological footprint) of the project however it is difficult to find low footprint materials. Rouse Hill is using Blue Stone rather than ceramics for paving due to ceramics having a significant 'global footprint' (energy impacts of production).

- Open strip shopping centres have to find ways to create comfort similar to that found in enclosed malls. People are demanding clean, safe facilities.

- The city is utilising grassy swales and water treatment features in many of their streets and public places to ensure run-off water quality is as high as possible.

Other issues touched on included:
- Biological Footprint
- Materials
- Green House
- Water
- Transport
- Tenants

Ken Knox:

Ken Knox focused the effort required to create a viable community/town centre. Issues discussed included:

- The city design is based around a Main Street model, i.e. an anchor tenant is located at either end of the main street.

- It is essential that significant effort is put into creating a 'better urban design'. This includes:
  - Identifying areas for mixed use and multi dimensional development.
  - Attractive Civic and Public domains
  - Diverse uses including:
    - Retail
    - Medical facilities
    - Areas for learning
    - Access to community services
  - The town centre must be a 'fun' place to visit
  - It must be a place that is predominately a pedestrian place, but
  - Must also cater for vehicles to access the town centre

- The town centre must also have a focus on 'weather sensitive design'. This includes:
  - Understanding customer needs
  - Understanding retailer needs
  - Understanding the prevailing elements
  - Creating an appropriate design that includes:
    - Indoor/outdoor areas
    - Awnings (preferably colourful)

- The town centre must 'feel' authentic. Authenticity encourages:
  - Participation
  - Innovation
  - Belonging
  - Richness
  - Relevance and engagement with the community
  - Feel of a real town
  - Use of existing materials (if possible).

  Authenticity requires the building of knowledge and learning at all levels. Place solution themes may include:
  - Public art
  - Healthy Town Trail (footpaths, cycleways etc)
  - Children's Walk (discovery trail)

  There is a significant focus on public art to lift a town's profile and to create the 'feeling' of place. It was suggested that connectivity between the 'old' town and the 'rebirthed' town can be created by utilising existing material in

the construction of public art. The use of trails and/or walks can inform on the history of the local community or create a place of interest.

Sustainable Manly,

Dr Judy Lambert

Dr Lambert's discussion was based around Manly's Conservation Strategy and Sustainability Strategy. The presentation was Manly specific with minimal useful synergies or application to this area.

Session 3B, Destination Marketing. Tomorrows Cities.

Meshing City Making with City Marketing. Public Spaces as Signature Attractions.

Chris Barrett
City Centre Revitalisation Manager, Mackay Queensland.

Chris Barrrett's role in Mackay is to lift the city's profile from a coal export terminal to that of a city that will attract and hold knowledge and also encourage visitors to visit the city. The main points of his presentation were:
- Interconnected open spaces enhances a city's/town's appeal. They should be a major draw card and provide the opportunity to brand the location. He emphasised that the aspects of a good brand (for town centres) are:
  - It must be real
  - It must be relevant to the town/district
  - It must be sustainable, and
  - It must be unique.

- All cities/towns pass through the cycles of growth, decay and rebirth. When under taking the rebirth of the city/town the focus must be on achieving a sustainable outcome (economy, social and environment. In later sessions culture was also added to the mix).

In Chris Barrett's abstract (available on the ictc web site) he states the following:

'The presentation of public places as signature attractions can mesh together twin processes of city making and city marketing. The rubric of "signature attraction" provides incentive for civic authorities to develop quality public places/spaces. It links the values of good urban design to the values of business and economic development – both by increasing usage of quality spaces/places and by exploiting positive experiences of signature spaces/places as a way to attract workers, customers, new residents and tourists. The process of creating and reinforcing signature spaces/places can be highly

interactive with business/marketing and mutually reinforcing. This process can also help impart values of good urban design to a wider public. Great cities are known as much by signature public places/spaces as they are for their buildings, points of interest and views. Examples of signature places/spaces abound the world around, from Trafalgar Square and Times Square and the great squares of Isfahan and Beijing. Public ways are just as much signatures spaces, for example the walking street of Copenhagen, the grand boulevards of Paris, the Shanghai Bund. In Australia, signatures spaces include Circular Quayin Sydney, Southbank in Brisbane and the "little" streets of Melbourne. In the tropics, Darwin Esplanade and Townsville Strand are attractors and reinforcers of urban values'.

Clearly the presenter's examples of place/space are found in major cities but he emphasised the importance of this aspect of planning is as important for regional cities & towns.

Chris Barrett stated that to be able to market a city/town it had to be attractive to residents/visitors. Marketing would only be successful if:
- There was a sense of pride in the centre
- There was a reputation/profile to maintain
- The centre was capable of attracting visitor interests
- The centre was in a position to take up opportunities (conventions/events)
- Be able to attract and retain core skills, and
- Be able to build on current advantages.

Investing in creative cities/towns is good economics. Local councils/retailers needed to 'shake up Dullsville'. To be a successful thriving 'place' the city/town needs to be able to attract and retain the 'creative classes', i.e. new thinking that may lead to new directions. Chris Barrett considers that a healthy location is multi-faceted:
- Emphasis on the public domain,
- gathering spaces,
- identity and culture,
- mixed use,
- walkability and
- public transport

would seem to be keynotes for the competitive city of the 21st century".

Other points that Chris Barrett made during his presentation were:
- To create good lifestyles the centre must be able to deliver rewarding employment, sense of place and recreational activities (sporting and cultural)
- Signature cities/towns were capable of attracting people and retaining them.
- The public domain is what keeps people living in an area and attracts visitors.
- Icons get you there, public places keep you there.
- Public places/spaces must be linked by walking/cycling trails.
- Trails must have associated attractors:
  - Market areas

- o Water front areas
- o Gardens etc.

Activities for each area must be identified upfront prior to constructing the trail/s.

- Rebirthing of a city/town must be planned along identified axisis.
- There must be a mixture of formal and informal spaces
- Carefully thought through council design concepts can result in a 20 to 1 return on investment.

Chris Barrett finalised his presentation by reinforcing that to be able to market a city/town you must have:
- o City pride
- o Reputation
- o Be able to attract visitors
- o Be able to attract skills
- o Must have a competitive advantage.

There's nothing worse then ending up a dullsville.

Creative Spin? The Fashion Dividend in Dunedin

Dr Michelle Thompson Fawcett,
Senior Lecturer, University of Otago.

Dr Thompson Fawcett's presentation was based around building sustainability from existing activities/industries and is consistent with the work already being undertaken by Business Central Coast and Wyong Shire Council. She has been involved in an advisory capacity with the Dunedin Fashion Industry and her presentation was based on this work.

- Dunedin has identified three key industries:
  - o Engineering
  - o Science
  - o Fashion

Dr Thompson Fawcett indicated that there needs to be effort put into identifying the key economic drivers for the area to promote and nurture. She stated that a region must recognise its unique identity and then build on this knowledge. Based on Dr Thompson Fawcett's presentation Wyong Shire and its associated towns should ask the follow question:

I am ??? Wyong, I am ??? The Entrance, I am ??? Toukley etc

Example: I am Fashion Dunedin.

Dunedin conducted a series of interviews with their existing industry clusters to identify their characteristics. They then identified (by using SWOT analysis) those industries that provided a competitive advantage and has now put in place the necessary strategies to support and nurture these industries. Dr Thompson Fawcett's abstract gives some insight into Dunedin City Council's objectives:

'The once prosperous, but physically isolated, city of Dunedin has been waning economically in the last three decades. In an attempt to revitalise economic and social development, the Dunedin City Council has in the 21st century embarked on a vigorous 're-branding' and cluster development exercise. The aim has been to dispel negative perceptions of the city that have been based around a conservative Scottish heritage and gloomy weather, and instead celebrate the innovative and captivating elements of the city that might attract new residents, businesses and greater economic activity. The branding has been based on the slogan "I am Dunedin". One aspect of this re-branding and development has been the showcasing and 'clustering' of the Dunedin fashion design sector'.

Rethinking Tomorrow's Cities.

Phillip Daffara,
Director Futuresenses, Mountain Creek, Queensland.

RETHINKING TOMORROW'S CITIES

Phillip Daffara's talk focused on future planning for existing cities. He spoke of:
1. Global forces that will drive change over time
2. Emerging issues for cities of the future
3. The history of systems dynamics – rise and fall of cities throughout time.
4. Existing perceptions have to change to meet the challengers of future planning.

Brief extracts from his paper follows.

'In a rapidly changing world, new challenges need new thinking to improve our strategic planning toolbox for our cities and towns. The presentation used methods from the futures studies field to anticipate global forces of change that are shaping our urban environments and to provoke our current patterns of city making. Examples of emerging issues were discussed that in 20 to 30 years may manifest new urban challenges or opportunities for our towns and cities. Rethinking tomorrow's cities now, builds our capacity to act with foresight and create resilient and liveable places. From macrohistory, the grand patterns of social change will reveal the key systems dynamics influencing the rise and fall of cities in civilisation. The hope drawn from the past and present is to focus our urban interventions in key areas to create future cities of wonder and purpose. The application of this knowledge may be used for the design of a global/local project - to transform the city as a catalyst for the development of a planetary human civilisation of dignity.

Global institutions clearly document that the megatrends of global change facing the planet and its cities include:
   - *Our ecological footprint is growing;*
   - *Hope is in decline;*
   - *An increased Pandemic Risk;*
   - *Climate Change;*
   - *Becoming an urban world;*
   - *Clash of civilisations/cultures;*
   - *Aging world population; and*
   - *Telecommunications expanding our global brain/village.*

The field of Futures Studies provides a range of tools and methods for organisations and communities to respond to the tsunamis of change – the megatrends. Fundamentally, these Futures Studies tools assume that our perceptions are our reality and to design our future we need first to change the way we think. The transformation process for participants and stakeholders first occurs internally, focussed on individual and social constructs and paradigms, before new pathways of change are actioned in the external world. The "five pillars of Futures Studies" (Inayatullah, 2002) that seeks transformation of both the internal and external worlds are:
   - *Mapping the Future;*
   - *Anticipating Change;*
   - *Seeing Alternative Futures;*
   - *Deepening Futures (unpacking realities); and*
   - *Transforming the Future'.*

Phillip Daffara's paper is attached

Delivering the Experience to Match the Expectation – From Regions to Small T own Centres.

Stewart Heine,
Director, Meton Group, Auckland NZ.

Stewart Heine commenced his presentation with two questions:
   - Why do people visit centres/towns?
   - Why do some stay?

Town Centres need to be win/win places for the people who use/occupy them. They need to be livable centres. The following questions must be addressed, does the town meet the required needs of:
   - It is a liveable centre, i.e. competitive, thriving, **???**
   - Is the town environmentally responsible?
   - Does it create opportunities for all?
   - Is it inclusive, and

- Is it built on true and local distinctive visions?

Stewart Heine referred to the following NZ towns/regions as examples of where the above approach was adopted: Tirau, Wanganui, Napier, Twin Coast Discovery Highway.

He emphasised that a marketing effort was vitally important for the entire shire or region. He also stated that it was essential to work on the following four key areas simultaneously. These areas are:
- Physical Enhancement (reflects who we are)
- Economic Development
- Marketing and Promotion
- Organisation and Management

'These four areas have the robustness to be a basis for developing best practice principles to create a 'PLACE' that delivers on Experience and that matches the Expectations of the stakeholders, community and visitors'.

The people who survive are the ones who are most responsive to change.

To be able to adapt to the continual pressures of change, centres must have access to sustainable funding. These sources include but are not limited to:
- Voluntary donations/funding
- Local Government
- Centralised Governments
- Gaming Machine Trusts
- Sponsorship
- ???
- ???
- Stakeholder (businesses) investment in their centre, i.e. levies.

Stewart Heine claims that centres that deliver positive outcomes build on existing assets and are prepared to capitalise. He stated that to be successful the town must implement the following Key Success Factors:
- Must identify a comprehensive strategy to meet the ever changing environment
- The town must have incremental appeal
- There has to be strong local leadership
- People must be prepared to identify and capitalise on existing assets
- Identify projects that can be delivered by public private partnerships
- The town must engage a top level project manager
- ???
- ???
- Sustainable funding is fundamental to a town's success.

<u>**Wednesday 27 June**</u>

<u>**Session 4**</u>

<u>**Keynote Presentation**</u>

<u>**Downtown vs Shopping Centres. Competitors or Collaborators.**</u>

David Feehan,
President, International Downtown Association (IDA) New York USA.

Address Theme: Focussed on North American deteriorating towns and how they addressed the issue.

IDA Mission: Saving one Downtown at a time by being the primary information source and leading advocate.

David Feehan stated that during the 1950's /1960's new highways were being built throughout America to cater for the urban sprawl that was occurring at the time. Along with the new highways came the development of the Mega Malls, new greenfield developments with an end result that many of the older towns began to experience increases in crime rates and vandalising of the traditional strip shopping centres. Many existing US cities and towns were devastated as market share passed them by to gain access to the newer shopping malls. Eventually the counties redirected highway away from the older, existing cities and towns to minimise the volume of traffic that was chocking these centres.

Interesting statistics are beginning to emerge within the American adult population. During the 1970's adult Americans spent up to 12 hours a month in shopping centres (malls). During the 1990's this fell to approximately 2.5 hours a month and currently the big shopping malls a beginning to fail financially. This is largely contributed to changing demographics. Baby boomers were reaching the 'empty nester' stage and generally had higher disposable incomes and were becoming more discernable about where they shopped. They were looking for things to do, not so much for things to buy

The trends are that Americans are turning to convenience shopping, i.e. where they can get in, get what they want quickly and then get out. The other emerging shopping trend is for experience shopping, i.e. tourism spending, theatre (ticketing), relaxation with friends. There is still a role for the bigger malls but the focus for these facilities is necessities buying, i.e. bulky goods.

Crime Rates
As Downtowns deteriorated crime increased. This varied from minor crimes to murder, robbery, assault and rape. Police changed their policing methods to focus on the more serious crimes and generally ignored minor crimes. Downtown business people were

basically ignored when they tried to get additional assistance to curb the the minor misbehaviour issues. It wasn't until there was a committed decision by the community/council to revitalise Downtown centres that crime started to decline.

Redesigning and Rebuilding Towns/Cities. Where to start?

Revitalising a town centre was more than restoring buildings and reducing crime. There had to be a commitment to change the culture of a town centre, to clean it up and to invest in a renewal program that included marketing. It was recognised for a town to be a viable living centre there were a number of activities that had to occur together, i.e:

- Clean and Safe. Cleaning of the town centre has to be seen by the populace. Cleaning has to undertaken on a continuous basis with the major cleanup occurring between 6.00 am and 7.00 am. Town centre facilities must be attractive and as clean as shopping mall facilities, i.e. toilets, baby change facilities etc. In addition to being clean these facilities need to be of an equal standard to those found in the shopping malls. '*If a town is not clean then people do not believe it is safe'.*

The perception of safety is critically important. Town centre staff must wear appropriate attractive uniforms that convey friendliness but at the same time give the perception of safety. They must:

- Be friendly and attractive. They must be 'clean and green' and have attractive facades. The term 'green' was used to convey the need of space, street art, lighting, gardens, creative trees/shrubs and town squares etc. Retailers should be prepared to utilise colourful attractive awnings and/or umbrellas. Banners that create movement can be an attractor as well.

  Retail staff should be coached in basic presentations that includes being friendly and helpful to customers. Town centre staff must also be pleasant and helpful to any person seeking assistance.

- Have good public transport. This is also seen as an essential link in the making of a successful town centre. The aim is to cater for cars but to also try and minimise their use. Town centres should be regarded as pedestrian precincts and vehicles should be kept out as much as possible. However it is also recognised that cars will always be a factor in town centres management. Car parks must be clean, safe, attractive and effective but the underlaying message is that car usage should be minimised

- Recognise that economic development is vitally important to the rejuvenation/renewal of town centres, and

- Recognise that residential development is also an important factor of meeting the economics to create a viable town centre.

Creating the vehicle
To rebirth/renew a failing town centre you must install a strong town management organisation. David Feehan continually emphasised that strong town centre management was paramount to creating a successful town centre. Their role is to identify the towns DNA, i.e. what makes a town unique:
- Its history and heritage
- Its architecture and design
- Its environment, geography and topography, and
- Its economy. Town managers must identify business opportunities and attempt to attract a viable, functional business mix to ensure business success by creating a centre that attracts a range of people.

He stated that downtowns are the stages on which we celebrate our communities. They should be drawcards for activity and town managers should aim to have one 'fire and bands' activity each and every week. Pasadena City was given as an example of a renewed community and can be accessed on the internet.

Businesses must play a part in their town's rejuvenation. Their premises must be clean and attractive and they must be prepared to contribute to the overall project to improve the town centre. Businesses must remember: '**what attracts people most are other people**'.

Marketing of a town/town centre is essential. The town managers need to identify the towns DNA and structure their marketing around the unique qualities of the town. Two examples of marketing slogans are:
1. Mesa (Arizona) – '*It's not hell but you can see it from here*' (average temperature is 45 degrees C), and
2. Pittsburg – '*Like Paris but without all that French crap*'

David Feehan finalised his presentation by stating that '*three of the most important factors in defining downtowns are that they must function:*
• As a part of society – and therefore, should be sustainable, inclusive, and Authentic.
*• As a place – and therefore, **should be clean and safe**, dense, and filled with a mixture of uses.*
• As an experience – and therefore, should be accessible, welcoming, dynamic and Memorable'.
'No downtown has achieved perfection, and none ever will. These are places that are works in progress, always changing, sometimes for the better, sometimes not. In the end, however, the ultimate measure of success will be: Did we deliver an experience that is unique, fulfilling, wonderful and unforgettable. If we do this, we need never fear failure'.

Session 5B, Case Study

Our Town Our Future: an innovative case study of Inham (Qld) town centre revitalisation

Robert Prestipino,
Director Vital Places. Crows Nest, Queensland – Australia

Our Town Our Future is the result of 12 months of innovative urban design, public consultation and leadership development for the Town of Ingham, Queensland. This project transformed the self confidence of a long term disadvantaged community to own a bold vision that is turning heads at the State and Commonwealth level.
The project has received many awards for Public Participation and for Rural and Regional Planning.

The Challenge
Ingham is rural town located 110 kilometres north of Townsville, situated in the Herbert River. Amongst the many good things about living in Ingham and the Shire has been a growing concern that there aren't the jobs there should be for a healthy and sustainable community. Ingham is typical of a distressed rural town. Its challenges to break the cycle of decline are common but no less daunting. An innovative process was needed to break free from the past. The Ingham Revitalisation Strategy has overcome these challenges and is building momentum to turn the Town around – physically, culturally and economically.

Ingham's approach to the deterioration of their town was similar to many others that had looked at renewal projects. The project had to be place based and the outcomes had to produce a sustainable town. It involved the entire council, public sector organisations and private investment.

The renewal project was local leadership driven and was focused on five key decision points:
1. They identified a vision for the town through 'values surveys' and community focus groups. This vision was based around the town's DNA, i.e. the town's history and culture.
2. Formulated an agreed strategy for the sustainable development of the town.
3. Identified the resources required and in particular where to source finances ($40M project).
4. Delivery and management of the project, and
5. Required outcomes
   a. Improved lifestyle
   b. Employment for young job seekers
   c. To keep the main street for the locals (minimise vehicle access), and
   d. To identify areas to cater for new employment generation

It was recognised that economic areas must be linked to the town centre to ensure the creation of a sustainable community.

Robert Prestipino stated that the community leaders had to drive the strategy to make it happen or people would loose interest and developers would loose confidence in the community's ability to deliver the necessary outcomes.

Session 6A(1), Business Improvement Districts (BIDs)

What's the Management Difference? It's in the Detail

David West,
Principal Consultant [Premier Retail Marketing, Adelaide, South Australia]

David West managed Westfield Shopping centre for ten years and gave a very informative talk on what town/city centres needed to do to compete with the big shopping centres. I'll attach his report in full but some of the key points, not included in the text of hi report included:

Shopping Centres:
- Have multiple owners
- Invest regularly in economic development
- Have centralised management
- Management focus on improving the product
- Have a collective marketing approach
- Conduct retail training to ensure lessees have the skills required of a customer based approach to business.
- Commit to customer promises (clean centres and clean toilets)
- Safe and clean always
- Professional management team

Town/city Streets:
- Single owners/single interest (generally)
- Lack of control over tenancy mix
- Minimal management of centres
- No retail training
- Generally untidy

To improve strip shopping centres there has to be a significant shift in attitude (across the board). A number of points need to recognised:
- Management functions do not come for free.
- Expectations of customers has risen significantly
- Must manage unacceptable situations immediately

- It is essential to build relationships with service providers (so the town knows what is going on).
- People will return to a main street complex only if the complex/centre is ready to accept them.
- Service employees (cleaners and security) should be labelled as 'Town Ambassadors'. These Ambassadors must be in direct contact with local police to ensure the town has a reputation of being safe. (May be possible for the 'Ambassadors' to be special constables?).
- Management team must:
  - Have a mix of management skills.
  - Be capable of and able to market the town
  - Assist in economic development of businesses:
    - Retail training.
    - Establish business networks.
    - Provide leasing assistance to business operators.
    - Assist property owners with leasing assistance (including insertion of required trading hours within the document).
  - Organise events to encourage people to visit and shop in the town.
  - Assist with urban design
    - Recommend required upgrades
    - Advise/assist with new design features
    - Assist with improving the environment of the town centre
    - Demand that facilities are maintained in first class condition.
- Customer Care is of paramount importance:
  - Traffic flows must be designed to make it easy to get in and out of the town.
  - Car Parks must be accessible and convenient.
  - The town must be clean and safe. Cleaning should occur continuously.
  - Shopping access should be designed around convenience shopping
  - There has to be a commitment to your 'customer promise' of a clean, safe and enjoyable experience
- Toilets. They must be the best available and they should be as good as and clean as you would expect to find in the 'QANTAS Club'.

Session 6B(2)

Box Hill – From Urban Centre to Transit City- City of Whitehorse, Victoria

Alison Eagan
Senior Strategic Planner, Whitehorse City Council.

Box Hill is a Principal Activity Centre and Transit City in the eastern Melbourne metropolitan region and is one of Melbourne's most successful centres. This report summarises the key circumstances that generated the growth that transformed Box Hill

from a suburban centre, to a district centre then to a transit city. Although far from perfect, Box Hill has much going for it and started from a solid base as a suburban centre, i.e. a public hospital, tertiary education facility, train line, and a retail and business hub. Many projects have combined as a whole since then to develop Box Hill into the Transit City that is today.

Box Hill today
Box Hill is approximately 15km east of Melbourne and is the largest centre in the City of Whitehorse. Key features of Box Hill include the following:
- It is highly accessible being a major rail/bus interchange with approximately 238,000 passenger movements per day. It has a strong business core with in excess of 8,000 businesses and over 68,000sqm of retail floor space and also has a vibrant fresh food market with a strong reputation as a regional centre for Asian restaurants that specialise in cuisines from several different Asian countries. Box Hill is a "dry area" which currently prohibits establishment of bars and hotels / pubs.
- Large office area
- Growing health and education sectors. It is a regional centre for health and medical services, having both a public and a private hospitals plus other medical and associated businesses nearby. The Box Hill Institute of TAFE has four (4) campuses across Box Hill catering for the tertiary education needs of 37,000+ students, with an increasing proportion from overseas.

Box Hill was identified as a regional growth centre many years ago and has had committed State Government and Local Government focus to transform it into a major Transit City. The city has always had a buoyant economy and it was purely a matter of timing for the city's development. The main lessons from Box Hill that may apply to Wyong Shire are:
- The transformation involved public/private partnerships. The transformation costs ran into the hundreds of millions of dollars.
- Timing was a major consideration to ensure the project was successful
- The project required committed leadership involving the right players.
- There was extensive community dialog to identify a 'shared vision'.
- Decision makers had to be committed to the project.
- They were prepared to look for non traditional approaches, i.e. they were prepared to look 'outside the square' to identify planning opportunities.
- The decision makers had to be prepared to take some risks.

The transformation of Box Hill was a stepped approach over many years that took the it from a town on the edge of one of Australia's largest cities to a regional centre and then to the major transit city it is today.

Session 6A(3)

Business Improvement Districts (BIDs): International Model /New Zealand Implementation

Karen Remetis,
Director Town Centre Development Group Auckland, New Zealand

1. INTRODUCTION
Karen Remetis paper highlights three key areas of difference between the BID-USA model and the Mainstreet NZ model which is now named *BID* by some NZ Councils. Three key areas of difference are; the BID labour market; local authority and BID/business relationships and focus.

What is a Business Improvement District? (BID)
A BID is a geographically defined urban area which has an identified method of financial sustainability for town and city centre organisations. The method requires local legislation to implement. The purpose of the BID is obviously to improve business.

New Zealand Labour market snapshot for Town Centre Managers
A snapshot survey undertaken in May 2007 of sixteen Mainstreet/BID Managers in NewZealand resulted in a 75% response and showed that:
- 92% believe there is a career as a Mainstreet manager/BID manager.
- 36% of those surveyed have a degree.
- None have sought other qualifications since being in the job.
- 45% have undertaken short courses.
- Full time managers constituted 81% of the survey.
- Salary of $50,000 plus.
- Part-time managers reflected 19% of the survey.
- Salary of $20,000-$40,000.

The New Zealand model shows that while 1/3 of Managers have a degree and believe there is a career as a Mainstreet or BID manager, none have sought higher qualifications. All fulltime Managers received a minimum salary of $50,000. The average annual income in NZ in 2006 was $31,720$_{nz}$.

USA
The USA model shows that there is an established BID and Mainstreet labour market. This is due in part to the larger regional populations and numbers of BID's. Job changes show an established career path. Position advertisements reflect expectations by employers (Town/City managers), and appropriate qualifications are basic to the position. Salaries reflect experience and qualifications. There are opportunities to become an international and/or domestic consultant.

Relationship between Mainstreet project or BID, and the Local authority

A survey of local authorities was undertaken in New Zealand in 2000. The results showed that a majority of Councils recognised the need for economic and social development of town and city centres. The Councils generally did not strengthen town centre /BID organizations through policy or through resource partnerships such as financial contribution. Council policies which reflect or support town centre economic development are weak. Policies included the 'permitting' of a separate rate, rather than a 'partnership'; Focus on the physical environment including parking; and meager grants to the BID organisation. From a survey undertaken in 1994 many Councils' which gave grants to Mainstreet or BID projects, did not provide assistance with organisational development. At this time, of 20 projects surveyed 8 had neither targets nor an established reporting system. These 8 projects received $260,000 in funding. *"Very few if any of the projects have any system to measure project outcomes in terms of increases in economic activity, jobs created or positive social effects. Information provided by the programmes surveyed appears to be largely anecdotal"*.

Session 7A, Business Development and Detention

Analyse and Improve the Retial Mix

David West,
Principal Consultant, Premier Retail Marketing, Adelaide, South Australia

Again the key points of his presentation were as follows:
- It is essential to build contact with a town's main street, i.e. to give people a reason to go there. A main focus could be to build Active Corners to attract people who are likely to pass by. Examples could be cafes set back to open up the corner or some form of attractive public art that entices people to have a closer look.
- What role should of a specific street supply? Need to research customer catchment area to identify the community's needs.
- The town management must conduct a complete street audit (study area to be clearly identified) to identify:
  - Conditions of the buildings, including internal and external appearances and condition.
  - Business activities that are currently occurring in the street.
  - Success or otherwise of retail activities
  - Condition of any services including public toilets.
  - Image projection

The reasons for the audit/s are to inform the management team and the business operators:
  - How many businesses are there in each business category? There may be an opportunity to establish a small cluster.
  - What is the market position of the main businesses?

- o What customer base do they attract?
- o Do they create a destination shopping experience or do they just cater to passing trade?
- o How are the businesses trading?
- o What is the condition of the key corner sites?
- o Are pedestrians walking past?

By identifying the key shopping trends of the centre businesses marketing can then be pitched at the correct level. Do they cater for high fashion or should they cater for the lower end of the market? Does the town have a cluster of similar businesses to attract the identified customer base? How does the town present to this base? Does it create a good perception and image?

Once these questions are answered the management team are then in a position to identify the retail brands who may be interested in establishing themselves in the town.

The town management also need to conduct a SWOT analysis of their main competitors, their strengths, their weaknesses, how to position the town to take advantage of identified opportunities and how to correct any negative perceptions that potential customers may have.

Where to from here? If towns/cities have not appointed a town centre management team they should do so immediately with a strong manager to move the town forward. One of the first roles of the manager should be to establish a Retail Project Team to establish a Real Plan for the town. This should involve:
- o Discussions with stakeholders including leasing agents.
- o Identification of gaps and opportunities.
- o Consideration of shopping trends, cafes vs restaurants, discount stores vs brands etc.
- o Using data to an advantage. Developing a positive marketing plan, and
- o Having a long term plan to work towards. This goal must be continually reviewed to identify changing shopping trends.

Is Business Passing you By – "Missed Business" a sustainable guide for small business.

Glenn Redmayne
Community Worker, Disability Services Marrickville Council, Sydney, NSW, Australia.

The Missed Business guide is the result of the work conducted by Marrickville Council to identify the needs of people with a disability. During the process of the study it was recognised that there was an opportunity for Marrickville retailers if they became more aware of and catered for people with disabilities and in particular improved access to their premises for those with mobility problems.

Some of the considerations were:
- How do people with disabilities find your shop?
- Can people with a mobility problem easily gain access to your premises?
- Are your counters and checkouts designed to cater for people confined to chairs.
- Have staff been trained in how to give these people an enjoyable shopping experience (language, tolerance etc)?
- Are your premises easy to move around?
- Do you have disabled loos?

Glenn Redmayne's abstract is attached. The Missed Business Guide can acquired from Marrickville Council, PO Box 14 Petersham 2049.

The Missed Business guide is the result of an innovative partnership between Marrickville Council, the Human Rights Commission, local residents and business community. It was developed to assist small businesses to improve their accessibility, and increase their awareness of access issues. It also places people with broader access needs as a significant untapped economic target wanting to do business and wanting to include their social and family network.

The guide responds to the challenge that small business isn't fully aware of the extent of customers it is missing out on through poor access. Commonly the focus is on costs and the difficulty involved without realising many improvements will either be at a modest cost or won't cost anything at all. Similarly small business operators often dismiss accessibility on the basis that there are only a few people with a disability in the community. While this is incorrect; the crucial business misunderstanding here is that inaccessible businesses risk not only missing out on the business of those with a disability but also those from a larger social and family network that accompany them.

Accessibility is synonymous with sustainability as it directly benefits everyone who will be a customer at some point. Together the benefits to local people and local businesses of better access make up an important part of what gives a community economic and social sustainability - a sense that we all belong, that we can all take part and can all benefit from all that the community offers.

Shifting Markets. External Influences on Centres

Greg Davis,
Director Tactics 4 Western Australia

Greg Davis emphasised that town centres must adopt a Westfield approach to their city/town centre if they wish to compete successfully against the large shopping malls. By this he means towns must:
- Understand they are operating in a consumer market, and

- Identify the customer's needs.

The town centres must be have an understanding of the strengths of their competitors, when and where any new centres are to be built plus be aware of new retail concepts that are likely to be adopted by the these new centres/malls. To be able to successful in a forever changing market, town centres need to:
- Monitor all change that impacts on their viability.
- Must be able to influence policy to ensure their centre is not disadvantaged, and
- Be able to facilitate retail change to cater for changing customer needs.

Town centres must be in a position of understanding the requirements of:
- Customer demand
- Required tenancy mix to make a town viable and interesting
- Towns functionality and layout, and
- Architecture and Street scape.

Greg Davis's abstract covers the above points and are inserted below:
Retail performance starts with meeting the specific needs of a particular consumer market. Without a sustainable market, it seems futile talking about management, service, shop fronts, location, parking. Without a relevant consumer market the centre will not be able to survive. We often focus on the symptoms of an underperforming centre - the amount of vacancies in your centre, the number of business turnovers in the past year, the poor amenity issues, apathetic retailers, absentee landlords. These symptoms are just the result of a larger picture being played out in your centres catchment. Shifting demographics and retail trends, competitive environments, policy and infrastructure decisions are constantly conspiring to alter the size, needs and hence value of your market.

*We can monitor our markets, and perhaps influence policy and infrastructure decisions, but we have the ability to **facilitate change** in our centre to enable it to reflect subtle changes to our surrounding communities and therefore remain competitive. Unfortunately, this opportunity is either not considered or placed in the too hard basket – while our centre and tenants continue to struggle against the market shifts. We may have a plan for our centre or a vision to take us into the future. But how can we possibly know how to get from A to B if we don't know where we are starting from or the reasons we are there in the first place.*

The author made the follow important points:
- There must be opportunities and encouragement for businesses to grow.
- The town must have the right retail mix and this should be a function of the town management to identify the types of businesses required.
- People generally travel less distance to shop then for any other reason. 30% to 40% of shopping is conducted for food and groceries.
- Supermarkets sustain up to 21 retailers, i.e.
    - 8 food and beverage outlets
    - 4 specialty shops, and

- 9 services
- It is essential to have a major draw-card, and
- It may be necessary for the town to actually 'down-size' for it to become a viable centre (*may need to be either reconfigured or get smaller in order to re-establish its prominence in the market place*).
- Towns should focus on encouraging a 'cluster' retail approach/development to create a 'place'.

To encourage Leading Brands to establish an outlet within your town you must:
- Identify the brands required, and
- Employ the services of a leading leasing agency to identify what's needed to attract the leading brands. Large leasing agencies can identify the 'niche market' that may attract the leading brands.

Greg Davis emphasised the need to understand your town, understand your customers and understand the tenancy mix. Towns and town managers must determine the role that the town can provide to service customer needs. He finished with three key points for retailers and town managers to consider that emphasised the need to focus on structure to address town centre revitalisation:
1. Look at their centre from new perspective.
2. Challenge their personal (and professional) opinion on the nature of the centre and its target audience.
3. The value of having robust logic to back the necessary approach to town centre initiatives/change.

Session 8A, Mainstreet

How to Succeed in Creating a Viable Mainstreet

Peter Jackson-Calway,
CEO St Mary's Town Centre Management

Peter Jackson-Calway's talk was all about changing the attitude/approach all stakeholders held about strip shopping centres trading and presentation. St Mary's declined over many years and 'the town' has worked on rejuvenation for twenty five years. In 1991, 39% of all shops were vacant. He stated that 'getting all interests together was like herding cats'. The major stakeholders (who needed to invest in works) include councils, retailers and property owners. Councils had an absolute responsibility to repair and maintain footpaths, amenities and public spaces while property owners had to lift their act and clean-up and maintain their properties in an acceptable condition. Retailers needed to contribute to an appropriate 'levy' to implement day to day activities and town presentation. The 'levy' collected at St Mary's for town promotion is approximately $250,000.

Trading hours must be structured to meet customer needs and property owners should insert a minimum trading hour's clause in contracts. Trading hours should be approximately sixteen hours per day for retail outlets (12 to 14 hours probably more realistic). In addition to trading hours the town should conduct "Shop Locally" campaigns. Examples were:

- Crazy Cash Stores. Present a receipt from participating businesses for greater then $25.00 and receive a 'discount' on purchases.
- Easter Egg give-a-ways.
- Others to suit your town centre

Town managers had a number of intertwined roles that were necessary to attract customers. These included:

- Involve local community participation in Town Centre events and activities and/or involve the local community in semi-regular activities/promotions.
- Regular activities that may include the drawing of a $1,000.00 town shopping voucher. There should be approximately 26 minor activities per year.
- Conducting a major activity every month and a significant event every three months.
- Assisting businesses with their business plans and how to increase their turn-over.
- Attracting customers to the centre.
- Reporting and liaising with property owners to keep them informed on centre performance and improvements required.
- Encouraging mixed use development and creating a night time economy.
- Effective ways of retaining existing businesses and attracting new enterprises by using shop locally campaigns and corporate advertising programs for Mainstreets.

Planning Retail Developments and Current Urban Design Practice

John Long,
Director Retail Consulting Group, Auckland NZ

The retail planning of mixed-use town centres and private sector shopping facilities inhabits a parallel universe to current urban design practice with its focus on legibility, active edges, permeability, identity and "ownership" of the public realm (amongst other things). Should Retail Architects and Planners "walk the line" and integrate these universes or is the sense of conflict just as valuable as the sense of place in the users experience of the final environment?

The real message from John Long is that planners should be prepared to listen to and work with the development industry. In his view developers have a better understanding of how a town centre will work. He emphasised that people flow is essential for a successful centre.

How the Library Underpins a Town Centre

Yvonne Rust,
Grad Dip Urban Policy & Planning.
Manager City Development, Waitakere City Council, Waitakere, Auckland, New Zealand

Yvonne Rust focused on the benefits to be drawn from having a range of community facilities within a town centre. Increasing the ability for a town centre to be a destination for several purposes is a major aim of the Waitakere town centre strategy. The City Council has taken steps to ensure that community infrastructure (community centres, libraries, other public facilities) are located in several of its town centres. In particular the Council has built four libraries in the last five years, including a New Zealand first joint venture with Unitec for a public/institutional library facility in Henderson. With over a million books borrowed each year, these libraries act as a destination within the town centre and have the added benefit of increasing people's stay within the centre.

I visited Waitakere on the Friday field trip which included a visit to the city's library. This library is located in the city centre adjacent to the city square and was well patronised on the day I was there.

The presentation certainly poses the question on the validity of Wyong Shire's decision to place their libraries in or adjoining major shopping malls. Yes, we may have received upgraded facilities within the new centres and yes, it can be argued that more people visit those centres then strip shopping centres. However that decision created another reason for people to abandon the town centres in preference to the major shopping malls. The presentation would suggest that Wyong Shire Council should seriously consider retaining the Toukley library and actually upgrading it to enable the local population to pay their rates and charges plus consider re-establishing a library outlet at Wyong.

Session 9, Keynote Presentation

Building Communities Through Placemaking

Ethan Kent.
Vice President, Project for Public Spaces (PPS) NEW YORK USA

Ethan Kent is an authority in the practice of Placemaking, with experience on over 150 PPS projects. His experiences evaluating and photographing public spaces in hundreds of cities in over 50 countries forms the foundation of his work. During 9 years at PPS, Ethan has led a broad spectrum of Placemaking efforts, providing technical assistance to revamp and re-envision places in diverse settings from Portland Oregon's Pioneer Courthouse Square to downtown Santiago, Chile, to many of New York City's most underperforming public spaces. He has also helped to shape many new development

plans including proposals for multi-billion dollar projects in Hong Kong, Dubai and Los Angeles.

Ethan Kent's presentation was very interesting and challengers many of the approaches to retail trading as it happens here in Wyong Shire. He claimed that some of the biggest challengers to Place Making are:
- Transportation reform. There is a real risk of degrading place/space with poor transport options
- Architecture, both existing and new, and
- Allowing towns/city centres to behave like a market place.
  - Shop operators should allow there goods to spill out onto the street.
  - Chaos is a good marketing approach and should be encouraged

He expanded the vision of chaos further by clarifying the term along these lines:
- There should be brightly coloured awnings/umbrellas/banners to attract people.
- There should be goods spilling out onto the street to create a 'market' atmosphere.
- Carts where vendors can sell a variety of small products
- Colourful benches for people to sit and chat.

Ethan emphasised that 'place was more important than design' and that 'what attracts people most is other people' so it was therefore far more important to focus on place making. Another statement was 'If you plan for cars and traffic you will get cars and traffic'. There is a real risk of designing roads to get traffic through a town/city centre, not to it. Towns with streets designed to handle heavy traffic have less people visiting them (1/3 of the visitors compared to people friendly places).

He suggested there were four main points in making a great place:
- The town must be Sociable and Neighbourly
- It must be accessible and have good linkages (connected, walkable and convenient).
- The town must provide uses and activities, i.e. it must be fun, active and vital.
- It must present comfort and image, i.e. it must be safe, clean and have charm.

Another point he made was that current planning practices did not recognise synergies of activities. As an example he suggested that libraries should adjoin, be adjacent to laundries, gyms, coffee/cafes etc and be within or immediately adjacent to the town centre

Involving the community in planning projects can bring immense positive change to neighbourhoods, public spaces and waterfronts, creating the kind of vital public life and community energy that has always been the most compelling reason people choose to live in towns and cities.

Ethan Kent finished his presentation by making the following points on Creating Great Places:
- You are creating a place – not a design.
- You can see/determine a lot by observing
- The town needs to develop a vision of what it wants to achieve
- Start small
- You never finish. 80% of success is management
- Be bold.

Session 9B, Keynote Presentation

Transformational Spaces – Exploring the Nature of Human Ecologies and Culture

Jillian de Beer
de Beer Marketing & Communications
Auckland, New Zealand

Jillian de Beers presentation was mainly focused on encouraging people to look for new thinking when trying to create a place. She encourages planners to talk to:
- Established artists about Place Making.
- Young people to determine how they would like to see their region develop.
- Latest architectural students and artists who would have been exposed to the latest thinking on place and design.

Session 10A, Place Making/Public Spaces

The Importance of Scale

Tony Quinn.
B. Sc (Arch), B. Arch.
Principle Rice Daubney, Sydney, NSW, Australia

Tony Quinn's presentation was focussed the design of new town centres and in particular the importance of human scale to the overall design. New town/city centres should have the following desirable qualities. They should:
- Be accessible and walkable.
- Bring people together.
- Have a feeling of 'publicness' about them.
- Be liveable.
- Be safe.
- Be clean and comfortable.
- Create a feeling of participation.
- Create a memorable experience.

Two examples given to create a 'feeling' about a town was to have a chalk pavement and to install colourful awnings and banners to create colour.

Other considerations include:
- Height of buildings must be relative the street width.
- Correctly designed scale and design can 'embrace' the inhabitants.
- To enhance a design add:
  - Trees
  - Awnings
  - Beginnings and endings
  - Diversity
- Turn service laneways into people places (if possible and sensible).

Preparing For The Planning Renaissance

Andrew Hammonds.
B.SC, Grad.Cert.Strategic Asset Management, G.Dip GradDip Urban and Regional Planning, Master of Built Environment (Urban Design)
Principal Planner. HASSELL, Brisbane, Queensland, Australia

Do not be left behind. Be part of the renaissance.

Andrew Hammonds is an Australian planner who has extensive international experience. He suggests that creative people have a better approach to what's needed when it comes to designing 'place' then planners. Places have a 'weirdness' and 'grit' that generally don't 'fit' in conservative councils. He mentioned a lady named Jane Jacobs who as a journalist challenged the New York City planners thinking during the 1950's and 1960's. Jane Jacob's work can be accessed through the www.

Comments that Andrew Hammonds made during his presentation were:
- The urban environment needs to be high quality.
- Urban amenities should be clean and distinctive.
- Centre's presentation should be smart and innovative.
- There appears to be a trend away from urban planning.
- Planners:
  - Should be focussing on innovation
  - Should be focussing on successful places, not size
  - Need to focus on the 'soft' side of planning, i.e. people involvement/liveability.

<u>**Designing the New Urban Landscape – The Role of Third Places?**</u>

Ben Hornery.
Associate, Landscape Architecture. HASSELL, Brisbane, Queensland, Australia

Ben Hornery's presentation was focussed on the importance of 'Third Places'. A third place is 'neutral ground' where people interact sociably. The 'First Place' is the home while the 'Second Place' is the work environment.

Third Places:
- Must be accessible by all people
- Seen as their own by the populace
- Provides experiences and relationships that would otherwise be unavailable.

Third Places, to be a viable 'place' must:
- Feel safe
- Have vitality to ensure adequate use.
- Legitimate, i.e. provide experiences that would otherwise not be available.
- Be accessible for all.
- Provide 'amenity' for the local community.
- Have connectivity to the main centre, and
- Maintain the concept of 'sustainability'.

The presentation was pitched at the major city level, i.e. Brisbane but can probably be implemented on a smaller scale.

<u>Session 11A(1), Place Making/Public Spaces</u>
<u>Town Squares.</u> **Places of revolution, respite, religion or retail?**

Susanne Pini
B .Arch (hons),
Director Rice Daubney, North Sydney, NSW, Australia

Susanne Pini has worked on projects such as the Queen Victoria Building, Chatswood Chase and Erina Fair's Public Square. Her talk was focused on the use of village/town squares. Points made during her presentation were:
- Town Squares must be our sense of place.
- Town Squares must be our sense of being.

They were once rallying points but are now used to entertain. This entertainment may be of a personal nature. Susanne also made the point that Town Squares were rarely the only public space in a town and that a town is the sum of its various parts. Each place has its own function and they should all be linked to the central 'square'.

Session 11D(2), Development Challengers

**Why should you know more about The Environmental Law Roundtable of Australia
and New Zealand and Consensus Building?**

John Haydon
LLB, MEIANZ, CEnvP.
Consultant EcoDirections International Pty Ltd Brisbane, Queensland, Australia

John Haydon's paper was addressing conflict resolution within a community. Two
questions asked were '*how should we handle community protests'* and '*how can we
improve our community consultation'*.

He made the following comments as the main points in achieving community
consultation:

- It's time to get away from wedge politics and strive to build consensus
- Consultation should be meaningful and you should avoid over consultation.
- There should be dialogue, not debate.
- Strive to find common ground by understanding the underlying concerns.
- Establish a conflict assessment report (may involve role of a third party neutral)
    - Identify stakeholders
    - Identify the underlying concerns
    - Identify a process on how to move forward.

- Role of the Third Party Neural. They must be:
    - Independent.
    - Non biased
    - Must be able to work the room, i.e. everyone must have the chance to
      have their input.
    - Identify the main underlying concerns and be able to establish processes
      to deal with those concerns.

John Haydon finished his paper by stating that new policies should be carried out by a
collaborative process and that the time taken to have development applications approved
was atrocious.

Session 12D, Mixed Use Development

Mixed Use Development – Working Towards Sustainable Communities

Robert van Iersel,
Director GeoLINK, Lennox Head NSW

Of the papers delivered during the last session the paper by Robert van Iersel was the one of most relevance. Its focus was 'Working towards sustainable Communities'.

He stated that '*community back-lash is because we have done planning badly in the past'*. Rapid growth is occurring in the Northern rivers area of NSW and he believes it's important to build on existing settlement patterns. He claimed that each community has a unique history and a unique community.

While there's no such ting as a successful village model, villages have to be liveable:
- Walkable (400 to 800 metres from village centre)
- They need to be self reliant.
- Have an active democracy
- They each have a distinctive image.

Existing villages are entirely car dependant and are have low housing densities. Planners can't continue to role out suburbs. Oil is getting more expensive and we have to face up to the issues of climate change. New subdivisions/developments must be more people focussed with far less focus on planning for vehicles.

Progressive councils are also looking at 'creative industries' enabling housing and industry to co-exist together in the one subdivision. The housing and industry may be in the one building or the subdivision design may allow for a communal office facility to cater for all industrial activity within the estate. This eliminates/minimises the reliance on transport to travel to and from work, is far more efficient both from an economic view as well as an environmental perspective.

Urban Consolidation and Town Centre Planning

Dr Anita Andrew
Deputy Mayor
Ku-Ring-Gai

Littoral City

Mathew Bradbury
Senior Lecturer,
SCALA UNITEC
Auckland, NZ

Appendix

Session 2A

WAITAKERE CITY, ECO CITY!

Mayor Bob Harvey (abstract)
Waitakere City Council, Waitakere, Auckland, New Zealand

ABSTRACT

Mayor Bob's focus will be on transforming a city over 15 years with his eye firmly on the only future – Sustainability! New Zealand's Al Gore talks about the first Eco City in New Zealand: Creating attractive town centres with excellent access, expanding the green network linking streams and parks to the sea, using resources better and making less waste. This council plants over 80,000 native trees and plants each year, and is rapidly decreasing the amount of rubbish each resident generates (down 30% in the past 7 years), plus a commitment to growing local jobs in the city to reduce traffic congestion (average increase in local jobs of 3% annually since 1997)

This Council is role modelling a sustainable and resilient urban building. Among other features, their new building is beside newly developed transport hub with connection across rail corridor to town centre, brings 700 new workers to town centre, has a green roof garden with rainwater filtering, re-uses rain water in toilets, has natural temperature-controlled air inflow, and runs a worm farm for food waste.

Biography:
Bob Harvey is the Mayor of Waitakere City - the first eco city in New Zealand. Bob has fronted a 15 year campaign for sustainability in this beautiful green city nestled into the Waitakere Ranges west of Auckland. No-one stumbles on the west (Waitekere) by chance, he says. This is a place which brings space and attitude, and allows growth and achievement. Bob's commitment to the city is testament to that understanding.

CREATING A SUSTAINABLE TOWN CENTRE – CASE STUDY V2 ROUSE HILL TOWN CENTRE]

Dr. Caroline Noller; Mr. Ken Knox
Sustainability Catalyst and Retail Development Director
The GPT Group Sydney NSW Australia

ABSTRACT

In 2006 The GPT Group presented its Sustainable Rouse Hill Town Centre concepts to the conference. Rouse Hill Town Centre was presented as a model sustainable town centre due to the extent of social, placemaking and environmental initiatives that are planned. The concepts require an enormous effort on stakeholder engagement in order to achieve the level of desired culture change. The project is the largest Greenfield retail development in Australia at this time.

This paper proposes to provide follow up to the project as delivery of the first stage of the town centre will be complete. The paper will discuss how we have delivered on the proposed concepts, what has proved to be the most successful initiatives, what lessons have been learnt and how GPT will look to move forward. This paper will provide a unique opportunity to review this project in planning and delivery.

Biographies:

Dr. Caroline Noller.
As the Sustainability Catalyst for The GPT Group, Caroline is responsible for evolving their Corporate Responsibility cultural and capabilities. Caroline has over 20 years of construction and property experience, including the design, delivery and verification of over 15 green buildings in Australia. She has contributed to the development of an ecological footprint tool for retail development and tenants, the Building Energy Code of Australia, the GreenStar office-rating scheme and the Australian Building Greenhouse Rating Scheme. She is also the Treasurer of the Investor Group on Climate Change. Her doctoral research work on the embodied greenhouse impacts of property has been widely published in journals and books and presented at over twenty-five national and international conferences.

Ken Knox
Ken Knox is a Project Director with The GPT Group and has held various positions with responsibility for asset management and development management of major retail assets ($300M plus). He has extensive experience in Asset Management and extensive Development Management expertise including project conception, commercial feasibility, retail planning, negotiation of major tenant leases and community initiatives.

Prior to joining The GPT Group, Ken worked on diverse property related projects in Australia, Europe, North America and Asia with specific focus on retail, tourism, entertainment and mixed use assets including ten years on major projects with Lend Lease

Retail. These include:

   The Erina Fair $210M expansion,

   The Charlestown Square $45M extension.

   Various minor refurbishments/redevelopments of food courts, fresh food halls and supermarkets, cinema's and restaurants,

   A period of secondment to Hoyts Cinema Corporation to contribute development management expertise.

   Analysis of the Airport retail and property components in Lend Lease's bid for Commonwealth of Australia owned assets.

Key skills include:

   Market analysis, financial appraisal, concept creation, design integration, operational functionality, and master planning

   Delivery, co-ordination and reviewing projects during concept, design development and implementation stages.

   Planning and strategic consultancy focused on retail trade area analysis, industrial and commercial property research.Research tasks, including sourcing, collation and analysis of socio-economic data and property-related statistics.

   Client liaison and packaging of concepts.

He has a studied economics and urban geography and has a deep interest in the workings and functioning of our urban environment, particularly how social, economic and cultural shifts are translated into the retail environment.

MISSION: SUSTAINABLE MANLY

Dr Judy Lambert, AM, BPharm., BSc(Hons), PhD, Grad. Dip. Env. Manag., Grad. Dip. Business Admin.
Councillor & Skye Rose BSc(Hons), MSc
Natural Resources Manager, Manly Council, Manly New South Wales, Australia.

ABSTRACT

Manly, the gateway to Sydney's northern beaches, is a major destination for local, interstate and overseas visitors. The world renowned beach and associated culture, and the local bushland are highly valued by the local population, but like major destinations around the world they are coming under increasing pressures of human use. The challenge of managing these pressures for the benefit of both visitors and the community is one which Manly Council faces through a strong and ongoing commitment to sustainability. This paper focuses on the journey from an initial 1995 Manly Conservation Strategy to the most recently updated Manly Sustainability Strategy – an overarching policy document that guides all aspects of Council's work and its interactions with the local community.

At the beginning of the current Strategy review Council adopted the UNEP Melbourne Principles for Sustainable Cities as a framework for integrating sustainability into all aspects of Council operations. Working with staff in all sections of Council, with the community, the Manly Sustainability Strategy Management Committee, and Council's Scientific Advisory Panel, staff in the natural resources section have developed a Strategy that will guide Manly towards a sustainable future. Manly is striving to be "A vibrant and inclusive community which values its heritage and works together to create a sustainable lifestyle and environment for all to enjoy". Beginning with this long-term vision for Manly, the Strategy is structured around five key themes:
A safe and cohesive Manly,
A natural Manly,
A living Manly,
An involved Manly and
A well-governed Manly.

Biography:
Dr Judy Lambert has been an elected representative on Manly Council since 1999. Her role as chair of the Manly Sustainability Strategy Management Group complements her professional work as a sustainable living consultant. Trained in science, environmental management and business administration, Judy's career spans research, community sector, government and consultancy experience.

MISSION: SUSTAINABLE MANLY
Dr Judy Lambert (paper)
AM, BPharm., BSc(Hons), PhD, Grad. Dip. Env. Mgt., Grad. Dip. Bus. Admin.
Councillor
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PAPER

Manly, the gateway to Sydney's Northern Beaches, is a major destination for local, interstate and overseas visitors. The well-renowned beach and associated culture, waterways and the local bushland are highly valued by the local population, but like major destinations around the world they are coming under increasing pressures of human use. The challenge of managing these pressures for the benefit of both visitors and the community is one which Manly Council faces through a strong and ongoing commitment to sustainability. This paper focuses on the journey from an initial 1995 Manly Conservation Strategy to the most recently updated Manly Sustainability Strategy – an overarching policy document that guides all aspects of Council's work and its interactions with the local community.

Beginning with a long-term vision for Manly as "A vibrant and inclusive community which values its heritage and works together to create a sustainable lifestyle and environment for all to enjoy", the Strategy is structured around five key themes: A safe and cohesive Manly, A natural Manly, A living Manly, An involved Manly and A well governed Manly.

KEYWORDS: Pathway to sustainability, UN Melbourne Principles, Manly

1. INTRODUCTION

1.1 The Sustainability Strategy in context

For more than 150 years Manly has been both a village which is home to a local community that is strongly attached to and protective of its place and at the same time a seaside resort to which visitors from near and far (63% from within Australia) flock. These visitors come to enjoy the vast expanses of golden sand and the associated beaches – both with their big surf and with the gentle lapping of the waters of Sydney Harbour.

Manly is currently an increasingly cosmopolitan tourist destination, with a rich history and heritage enjoyed by a population of just under 40,000 people, and as many as 6 million visitors each year. When asked what they value most about Manly, residents consistently identify among the most important of Manly's qualities, both the local beaches and waterways, and the pockets of natural bushland that occur across the area. Covering an area of only 15.2km2, Manly sits at the gateway to both Sydney Harbour and the long peninsula known as the Northern Beaches. Manly has a limited commercial and industrial base, with the local economy being heavily reliant on tourism.

2. SUSTAINABILITY: THE JOURNEY IN BRIEF

In the 15 years since the 1992 Rio Earth Summit, Manly Council has been on a journey –
a journey that some would call a 'mission' to become a sustainable community. The Local
Agenda 21 Action Plan for Sustainability adopted at the global Earth Summit held in Rio
de Janeiro in June 1992 served as a catalyst for Manly Council to commit to a local
Conservation Strategy. Between 1995 and 1998, when it was adopted by Council as a
core policy document, Council worked closely with the local community to develop its
initial Conservation Strategy.

Structured to reflect and support mandatory State of the Environment reporting, the
Manly Conservation Strategy contained chapters each of which focused on an aspect of
Manly's resources – land, aquatic systems, biodiversity, air, waste, noise, Aboriginal and
Non-Aboriginal Heritage and a chapter devoted to the social environment. The 1998
Conservation Strategy provided a sound basis for embarking on the journey to
sustainability, and was of sufficient merit to see it distributed to all Councils in NSW, and
to win for Manly both state and national awards for its introduction and implementation.
Recognising that the concept and practice of 'sustainability' was evolving rapidly in the
latter part of the 1990s, Manly Council had included in the Conservation Strategy a
commitment to 3-4 yearly update reviews. By 2001, when planning for an initial review
of the Conservation Strategy commenced, both Council and its Sustainability Strategy
Management Group had acknowledged the need to look beyond the strong environmental
focus of the Conservation Strategy and to produce a Sustainability Strategy that
recognised both the social and environmental aspects of Local Agenda 21 along with
Council's normal economic considerations.

After an extensive desktop research and community consultation process which included
community events in each of the 12 community precincts across the Local Government
Area, Council staff and the Sustainability Strategy Management Group produced an
updated Manly Sustainability Strategy. Strong links between the Sustainability Strategy
and the now mandatory Social Plan, saw the 2002 Manly Sustainability Strategy more
closely reflect the intention of Agenda 21 to integrate protection of the environment and
development in ways that respect the role of people in a sustainable society.

When the second review and update of the Manly Sustainability Strategy was due in
2006, the greatest challenges recognised by Council staff responsible for its
implementation, and by the Sustainability Strategy Management Group, were:
• The need to overcome a perception that the Sustainability Strategy was the
responsibility
of the Natural Resources team in Council and at times of little relevance or concern to
others
• The importance of integrating the work of different sections for Council to progress
sustainability outcomes (overcoming 'silos' in thinking and action)
• Further integrating the social aspects of Council's operations with the economic and
environmental considerations (moving to real 'triple bottom line' operations)

• Embedding the Sustainability Strategy as a driver of Council policy and decision-making.

3. THE 2006 REVIEW OF THE MANLY SUSTAINABILITY STRATEGY
This review began with a clear objective of addressing these challenges.
3.1 Renewing our understanding of community values
Given more than 10 years had passed since the preparatory work for the Manly Conservation Strategy, and significant socio-demographic and other changes had occurred in the area in that decade, the Management Group decided that it was timely to begin the review process with a community engagement project to re-assess what the community values about Manly. In an attempt to engage those members of the community not already actively involved in sustainability thinking, the project was conducted as a competition in which entrants were asked to express in artwork, photography, poetry, prose or other art form, the experiences, places and things that make Manly special.

The MyManly competition was a successful event and attracted strong interest from professional and amateur artists, ranging in age from seniors to early primary school students. While Manly's beaches and the ocean, the bushland and its wildlife remain a strong focus, there was also an increased emphasis on cultural values. Swimming, snorkelling, sea and surf sit side-by-side with enjoyment of the relaxed cosmopolitan lifestyle and the art and heritage of the Manly area. Together these are the characteristics that make Manly attractive to residents and visitors alike.

Shortly after the completion of the mymanly competition, Council resolved to undertake a
broader review of the vision for the future of Manly. The Manly Futures Forum, and preparatory work for it, brought together Council, community and business in the area. Seeking to address the challenges of maintaining Manly's unique natural environment and
lifestyle while also addressing increasing population pressures, the dialogue of the Futures Forum was structured around five key themes: social and cultural change; the future of arts, recreation, leisure and tourism; eco-initiatives; how 'on-line' Manly should be; and what individuals can do to foster good outcomes for Manly's future.

The 2-day Futures Forum, in which more than 100 local residents participated along with technical experts in each of the identified theme areas, resulted in Surfing the Future: A Vision for the Manly Local Government Area in 2025, which is built around 6 key themes
which emerged from the Futures Forum (see Table 1)

With both the mymanly and Surfing the Future outcomes to hand, Councillors and senior Staff completed a 1-day workshop during which they briefly reviewed Council's Corporate Plan and updated the Vision for Manly. In 1994 Manly's vision was defined, through a series of community workshops, as A *thriving community where residents and*

visitors enjoy a clean, safe and unique Natural environment enhanced by heritage and lifestyle.

As a result of the mymanly and Surfing the Future projects, this vision has been revised so
That it is now *A vibrant and inclusive community, which values its heritage and works together to reate a sustainable lifestyle and environment for all to enjoy.*

3.2 Providing a framework that encourages integration
As noted earlier, relevant staff and the Manly Sustainability Strategy Management Group were also keen to restructure the Manly Sustainability Strategy in ways that would assist in overcoming the 'silo' approach to management of Council business. A literature review and dialogue with other local government areas known to be leaders in sustainability, brought a decision to use the United Nation's 'Melbourne' Principles for Sustainable Cities (Table 1) as a basis for the restructured Strategy, thought to be the first in Australia to do so.

As the Sustainability Strategy review process progressed it became increasingly clear that the Melbourne Principles, while providing an excellent framework against which to develop the updated Manly Sustainability Strategy, could also be reshaped to better align with the themes developed in Futures Forum process. These realigned principles represented a Manly-specific version of the Melbourne Principle, thus providing an international validated point of reference with strong local significance and community ownership, as summarised in Table 1.

Table 1. UN Sustainability Principles and themes for Manly
Surfing the Future Vision
Themes
Manly
Sustainability
Strategy Themes
United Nations Sustainability Principles

A Long Term Vision for Manly

1. A **shared long-term vision** for Manly based on: sustainability, intergenerational, social, economic and political equity; and our individuality.
A Living Manly
A Visitor Friendly Manly
An Affordable Manly
A Safe and
A cohesive Manly

2. Achieve long-term **social and economic security**.

3. Recognise the intrinsic value of Manly's **geodiversity,**

biodiversity and natural ecosystems, and protect and restore them.

4. Enable Manly's community to minimise our **ecological footprint.** A Natural Manly A Natural, Sustainable Manly

5. Promote **sustainable production**, through appropriate use of environmental sound technologies and effective demand management.

6. Build on the characteristics of ecosystems in the development and nurturing of a **healthy and sustainable Manly.** A Moving Manly A Living Manly

7. Recognise and build on the distinctive characteristics of Manly, including its **human and cultural values, history and natural systems**. An Involved Manly 8. Empower people and **foster participation**.

9. Expand and enable **cooperative networks** to work towards a common, sustainable future. A Well Governed Manly A Well Governed Manly

10. Enable **continual improvement**, based on accountability, transparency and good governance. The Manly Sustainability Strategy 2006 is a 'roadmap' to guide the development of Manly for today and for future generations.

3.3 Engaging staff in all areas
The policies and programs are now in place to embed 'sustainability' as a core part of Council business. This is reflected in Council's Management Plan (2006) where the Manly Sustainability Strategy is seen as a key driver of Council's business, as shown in Figure 1.

Figure 1. Place of Manly Sustainability Strategy in Council policy and operations
Whilst this may seem a somewhat insignificant achievement, Council staff recognise that this high-level policy position allows the objectives of the Strategy to infiltrate and influence all operations and business of Council. Staff in the Natural Resources branch have developed and maintained inclusive processes that have built awareness and ownership of the Strategy across all sections of Council. The journey from Manly's 1998 Conservation Strategy, through the 2002 Sustainability Strategy to the 2006 Sustainability Strategy, has seen increasing integration of environmental, social and economic considerations.

4. POSITIVE INFLUENCES: CATALYSTS TO SUSTAINABILITY IN MANLY
A number of factors have exerted positive influence on this progression.

4.1 The Environment Levy
In 1995 Manly residents voted in favour of the introduction of an Environment Levy as a special rate set at 7.05% of the general rates at that time, to enable the implementation of new works "of an environmental nature" which meet a set of broad criteria. Generating approximately $1 million per annum for environmental works, this Levy has enabled Council to attract both State and Federal funding for projects which required matching

funds, and in so doing has made possible numerous major projects that would not otherwise have been done. Initially introduced on a trial basis, more permanent application of the Levy received support from 63% of voters at the 1999 Local Government election.

4.2 The Sustainability Strategy Review Mechanism
Every four years, the Sustainability Strategy is fully reviewed under the leadership of the community-based Management Group. This important process allows a step back to assess progress in implementation, updating to best practice, reinvigoration and renewal of awareness and enthusiasm, bringing new Council staff on board with the importance of the Strategy, and enabling a renewed approach and importance. Each update adopted by Manly Council (2002 and 2006) has seen a marked step forward in our sustainability thinking and action. The renewed momentum generated alone is more than worth the relatively minor cost of the review.

4.3 Growth in significance of the environment and the human dimension
In 1996 a small Manly Environment Centre was established and in 1997 Manly Council appointed a temporary Conservation Officer to prepare a Manly Conservation Strategy. The commitment of those staff and a more general growth in environmental awareness and commitment has seen growth in the relevant sections of Council to a point where the staff directly contributing to sustainability now includes 10 educators, 10 environmental scientists, four strategic planers whose work includes a strong sustainability element, and a Social Planner, as well as an expanded Environment Centre.

4.4 Continuity & renewal of key committed staff
The Conservation Officer appointed in 1997 has retained primary responsibility for the Strategy, and its implementation and regular reviews. As co-author of this paper she is now Manager of the Natural Resources Branch, with a team of enthusiastic and professionally well-qualified specialist staff. During that time this staff member has completed a Masters degree focusing on local sustainability. This research has been applied, integrated, and to some extent professionally peer reviewed within each Sustainability Strategy review. It has also played a part in the formation of the Baton Forum for Sustainability – a network of local practitioners committed to sustainability within their own organisations (see www.batonforum.org.au). Working with the Local Government and Shires Associations of NSW, the Baton Forum has recently secured over $1.5m of grant funding to assist NSW Councils with sustainability planning.

As part of ensuring that the Strategy's implementation is entrenched in Council business and not dependent on any particular individual, servicing the community-based Management Group has recently been handed to the Sustainability Planner.

4.5 Professional partnership between staff & elected 'champions'
The skills and ongoing professional interests of the servicing officer are complemented by

those of the Strategy Management Group's chair, a Councillor who has professional training in several relevant disciplines and whose career for the past 20 years has been in the sustainability arena. A close professional working relationship, based on shared understanding and commitment to a sustainable Manly, and supported by Senior Management has provided leadership and guidance, bringing together scientific and technical expertise and community perspectives. It also enables a 'no surprises' approach to even the most challenging aspects of the Strategy's review and implementation. Professional dialogue, challenges to thinking behind the initiatives taken and collaborative effort all assist in ensuring that the Strategy remains strong, even in the face of external pressure for a focus on more specific one-off projects.

4.6 A Scientific Advisory Panel
Since 1998 Manly has been fortunate to retain the *pro bono* services of a diverse range of scientists with professional skills relevant to the development, implementation and review of the Sustainability Strategy and projects arising from it. Several of these professional
specialists have been involved in the process from its beginnings, and all have a good understanding of the challenges that Manly faces in progressing towards a sustainable future. (further information is available at www.manly.nsw.gov.au/Scientific-Advisory-Panel.html)

4.7 Management Plan Preparation
Council's Management Plan is now prepared in the Corporate Planning and Strategy Division, which includes the Natural Resources Branch. The Branch significantly shapes and contributes to the content and structure of the Plan which ensures that it and the programs and activities that it drives are heavily influenced by sustainability, which in turn drives Council's operations.

4.8 Support from & involvement of senior management
All this would not be possible without the support and involvement of senior management
within Council. The General Manager actively engaged with the review process, and willingly accepted challenges put to him by the Natural Resources staff. This support is backed by support from several of the other members of the senior management team.

5. THE CHALLENGES REMAINING
Continuing challenges that face those who are primarily responsible for ensuring the implementation of the Manly Sustainability Strategy range from the local and operational to the global.

5.1 Staff turnover
While staff understanding of and commitment to the Manly Sustainability Strategy has grown considerably since 1996, Manly Council, like other local governments around Australia, experiences a relatively high turnover of staff in various areas. This presents challenges in maintaining awareness of and skills and commitment relevant to the

implementation of the Strategy, both within the Natural Resources team and perhaps more importantly in other disciplines of Council

5.2 The increased role of OH&S and risk management in public sector operations
Over recent years the Australian workplace has experienced substantial growth in emphasis on Occupational Health and Safety issues and in local government there is also a growing need to address risk management as a core part of daily business. As a consequence, practical issues such as replacement of manual cleaning of public places with a broom (with its contingent risk of shoulder injury for outdoor workers) with the use of a mechanical sweeper bring negative comment from sustainability-aware sectors of the community. Finding the right balance in addressing these issues remains an ongoing challenge.

5.3 Maintaining community engagement
As the issues faced in moving to a sustainable future become more complex and as a consequence the Manly Sustainability Strategy and/or its supporting documents become larger and more technically based, maintaining community engagement presents a growing challenge. However this is largely offset by an increased general awareness of sustainability issues and by the use of a community summary of the Sustainability Strategy document.

5.4 The 'crisis' of climate change
In the past year climate change has assumed such a high profile position in environmental thinking that it risks swamping more strategic approaches and integrated consideration of issues. In an area as dependent on its beaches as Manly is, there is perhaps a particular challenge for local government with its relatively limited resources, high expectations from an alert and aware community, and limited staff who risk being spread thinly across their responsibilities as they struggle to maintain a balance between competing demands. Such demands come from many different parts of the community without a concomitant increase in resourcing to support those demands.

5.5 Monitoring and evaluation
From a professional perspective, perhaps the greatest challenges ahead lies in monitoring and evaluating performance against the Strategy. Identifying appropriate indicators that are relevant both scientifically and to the community, and resourcing adequately the monitoring and evaluation needed to optimise outcomes is an essential part of the challenge of moving towards a truly sustainable Manly.

6. CONCLUSION
Manly Council and its community have made significant progress in Mission: Sustainable
Manly. The journey into new places is at times challenging, but at the same time progress is rewarding for those involved, whether on Council staff, among elected representatives, or in the wider community.

Manly has often been identified as a leader in local sustainability, but as for everyone else

learning and continual improvement remain essential. Both elected representatives and Council staff on the journey to sustainability are eager to gain new knowledge and to benefit from the experiences of others, especially as the challenges of sustainable living at times seem ever-more demanding.**ACKNOWLEDGEMENTS**

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Session 3B

**MESHING CITY MAKING WITH CITY MARKETING –
PUBLIC SPACES AS SIGNATURE ATTRACTIONS]**

Chris Barrett
M Ad, M I C T
City Centre Revitalisation Manager
Mackay City Council, Mackay, Queensland

ABSTRACT

This presentation focuses on how the presentation of public places as signature attractions can mesh together twin processes of city making and city marketing. The rubric of "signature attraction" provides incentive for civic authorities to develop quality public places/spaces. It links the values of good urban design to the values of business and economic development – both by increasing usage of quality spaces/places and by exploiting positive experiences of signature spaces/places as a way to attract workers, customers, new residents and tourists. The process of creating and reinforcing signature spaces/places can be highly interactive with business/marketing and mutually reinforcing. This process can also help impart values of good urban design to a wider public.

Great cities are known as much by signature public places/spaces as they are for their buildings, points of interest and views. Examples of signature places/spaces abound the world around, from Trafalgar Square and Times Square and the great squares of Isfahan and Beijing. Public ways are just as much signatures spaces, for example the walking street of Copenhagen, the grand boulevards of Paris, the Shanghai Bund. In Australia, signatures spaces include Circular Quay, Southbank and the "little" streets of Melbourne.

In the tropics, Darwin Esplanade and Townsville Strand are attractors and reinforcers of urban values. Mackay is undergoing a long-term transformation from regional service centre to provincial city, a process that involves reinterpreting the meaning of existing public spaces and adding extra meaning by creating new nodes of activity.

An ambitious strategy was unveiled in mid 2006 to create a formal network of linked public spaces around the City Centre. The strategy connects key nodes such as Pioneer Promenade and the forthcoming regional swimming lagoon to other major activity nodes such as city beaches and the Regional Botanic Garden. Called the Bluewater Trail, the resulting "ring of activity" is intended to be a major drawcard that attracts visitors and investment to Mackay, and provide ongoing enjoyment for city residents.

The Bluewater Strategy recognises that a critical mass of activity is needed so high quality public spaces and places are used and enjoyed. Such activity can take the form of complementary residential and commercial activity as well as structured events and recreational activities. To stimulate use, three sectors have been identified as of

immediate interest - Riverfront East and Riverfront West in the City Centre, and the Botanic Gardens.

As time progresses, the Bluewater Trail is likely to become one of the most outstanding and significant examples of networked public space in regional Australia. As it does, it will be extensively marketed as Mackay's signature attraction, both directly and through incorporation into the agenda of individual business sectors eg tourism. The value that implementation of the strategy will add to economic development in the region is a major incentive to give this high priority and both city and state government level. In turn, this will help to instil the value of quality urban space more deeply in to the Mackay psyche.

Biography:

Chris Barrett manages City Centre Revitalisation in Mackay, a city that is currently the 4th fastest growing urban centre in Australia. The turnaround from economic stagnation a decade ago makes the city very conscious of the need to harness the benefits of its coastal assets and strategic position for a diversified future, including via new signature attractions.

Chris previously worked with leading councils in NSW on city marketing, tourism, economic growth and urban development. He has an extensive background in local government representation and state planning. Regional development is an enduring interest, as is the geographical impact of technology change. He has qualifications in science, management and technology.

MESHING CITY MAKING WITH CITY MARKETING: PUBLIC SPACES AS SIGNATURE ATTRACTIONS

Chris Barrett
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PAPER

This paper sets out to explore how well-made public places can contribute to and reinforce the positive expectations of city marketing. The paper also touches on how, through a user/audience focus, a marketing perspective can add value to urban design and city making.

The concept of "signature attraction" provides incentive for civic authorities to develop quality public places/spaces. It links the values of good urban design to the values of business and economic development – both by increasing usage of quality spaces/places and by exploiting positive experiences of signature spaces/places as a way to attract workers, customers, new residents and tourists.

Expectations of improved positioning from successful place-making, grow more insistent. It seems obvious that better places (in term of design ambience and access) must be more successful in attracting and retaining visitors, customers, employees and other users. Yet the evidence is modest, especially insofar as attracting users who might not otherwise make use of a place, whether a single space or a collection of spaces. While a well-designed, well-activated public space may not draw you someplace you do not know, such a space can definitely keep you there. Better places are better retainers. Without public spaces of sufficient quality extent and diversity, you won't retain what you have already won. Too many other places have set the benchmark already.

Mackay is undergoing a long-term transformation from regional service centre to provincial city, a process that involves reinterpreting the meaning of existing public spaces and adding extra meaning by creating new nodes of activity.
An ambitious strategy was unveiled in mid 2006 to create a formal network of linked public spaces around the City Centre. The Bluewater Strategy recognises that a critical mass of activity is needed so high quality public
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As time progresses, the Bluewater Trail is likely to become one of the most outstanding and significant examples of networked public space in regional Australia. As it does, it will be extensively marketed as Mackay's signature attraction, both directly and through incorporation into the agenda of individual business sectors.

1. Introduction

This paper sets out to explore how well-made public places can contribute to and reinforce the positive expectations of city marketing. The paper also touches on how, through a user/audience focus, a marketing perspective can add value to urban design and city making. My starting point is this statement summarising the rationale underlying a major public space initiative announced last year for the Queensland city of Mackay: *Mackay Bluewater Trail . . . . is intended to be a major drawcard that attracts visitors and investment to Mackay, and provides ongoing enjoyment for city residents. The Bluewater Activation Strategy recognises that creating high quality public spaces and places is not enough in itself. Rather, a critical mass of activity is needed so that public spaces and places are used and enjoyed.* (Introduction, Consultation report, Bluewater Activation Strategy)

2. Branding the placemakers
We live in an age of branding. Not just products but also people and places are positioned, made distinctive and marketed. Even government gets into the act, sometimes in a very big way. Branding is pervasive. Preparing for this presentation earlier in the month, I read about how Australia had just dropped out of the top 10 in the Nations Brand Index devised by Simon Anholt. In terms of who's most friendly, Australia is now 2 behind Canada's 1. And, in search of a better understanding of how lifestyle ranks as a deal-maker in terns of where people live and visit, I not only consulted such conventional demographic sites as ABS and the Queensland Government but also bernardsalt.com - cyberhome to the author of The Big Shift, the man credited with putting a name to the sea change phenomenon.

Whatever we do, wherever we do it, branding and marketing seems essential. Expectations of improved positioning from successful place-making, grow more insistent. Good brands, like good places, need to be real, relevant, sustainable and unique.

3. City marketing versus city making
What is city making about?
• Managing urban cycle (growth, decay, rebirth)
• Pursuing sustainability/triple bottom line (economic, social, environmental)
• Fostering better urban design
• Increasing gross national happiness
• Ensuring infrastructure is fit to task
• Putting the right use in the right place
• Connecting up the dots. What is city marketing about?
• Building community pride
• Lifting profile and perception (community, authority)
• Attracting visitors
• Attracting investment
• Ensuring take up of new opportunities (eg new Convention Centre in Mackay)
• Attracting and retaining scarce skills
• Building on competitive advantage

4. Lifestyle as location factor

It is reasonable to link the quality of public spaces, and in particular the way that they get used, to quality of lifestyle. A city that is devoid of gathering spaces and of public activity, especially in and around its commercial heart, is unlikely to have a very strong urban culture.

Arguably, other forms of activity in public areas are just as important, be they sports fields on Saturday mornings or well-used beaches or even crowded theme parks, but there is little to distinguish one location from another location in this regard. A privately-focused suburban lifestyle, although attractive to many people, excludes many others who are important when it comes to attracting and retaining skilled resources.

International urban planner Charles Landry recently took up a commission to help make Perth a better place to live in. It's not the first time he has done this sort of thing, but it was certainly an interestingly styled commission – he was thinker-in-residence. A national newspaper report in March 2007 headed a report on his work as "Shaking up Dullsville". This cuts right to the essence of the issue. How can we make provincial cities more interesting and exciting, and counteract the attraction of the bright lights of Sydney, New York, London or Shanghai?

The NZ Ministry for the Environment recently commissioned a report on the role of urban design in creating competitive cities. The report, by Marcus Spiller and SGS Consulting of Melbourne, focused on how to attract advanced business services, essentially another term for the creative classes. Provided the macroeconomic settings are right:
"urban quality can be expected to play a vital role in the spatial distribution of advanced business services within the country and the potential for those services to build on themselves in a kind of 'thinking industry multiplier'. 'Urban quality' in this context needs to respond to the social nature of these industries. Emphasis on the public domain, gathering spaces, identity and culture, mixed use, walkability and public transport would seem to be keynotes for the competitive city of the 21st century".

The reasoning in this report is resonant of Richard Florida and his various works such as "Cities and the creative classes". In essence, Florida argues for a diverse open urban lifestyle as a factor in attracting talented and creative people. Talented and creative people are make modern cities or regions successful. It is an attractive argument, especially to planners and urban designers. Florida cites many examples to back up his claim, but there are equally many examples of cities and regions that have grown richer on the basis of resources rather than knowledge, or mass production rather than individual creativity.

The distinction may be unnecessary. Advanced resource economies like Australia's Bowen Basin need advanced professional and technical skills too, not just for the direct generators of wealth but also to sustain the well-being of the communities in which these resources are extracted and transformed. There is some limited evidence that lifestyle is a factor in selecting between locations, however, it is not the only factor. A widely quoted study comes from the Institute for Sustainable Regional Development based at Central

Queensland University. The paper, titled "Attraction and retention of professionals to regional areas – the community perspective", identifies a range of factors that contribute to decisions about location and relocation.

Lifestyle was the number one location factor identified by participants in the study, just ahead of career opportunities. Career opportunities and salary levels combined outranked lifestyle. Between them, employment and lifestyle were the two main determinants. The study was carried out before the current resources boom got off the ground, at a time where relative costs of living were lower. However, it does give a degree of confidence to the general claim – lifestyle matters. At the same time, we need to know more about what constitutes attractive lifestyle.

5. Are better places better attractors?
It seems so obvious that better places (in term of design ambience and access) must be more successful in attracting and retaining visitors, customers, employees and other users.
Yet the evidence seems somewhat thin on the ground, especially insofar as attracting users who might not otherwise make use of the place, whether a single space, collection of spaces or even a whole region.

In preparing this paper, I sought to establish what if any public place improvements had demonstrably attracted new users to an area that would not otherwise have come. I looked for evidence from research studies, I spoke to people like Queensland Tourism, undoubtedly one of the most successful marketeers in this country. This is what I found:

Outstanding and distinctive experiences will turn heads, and major icons like the Sydney Opera House and Ayers Rock have sufficient strength to attract visitors that would not otherwise come. They are a point of instant recognition, they are a point of attraction. As some of the images that I've included with my presentation show, an iconic image can help make the choice in favour of one place rather than another. However, such items are however few and far between are generally limited to spectacular natural phenomena or outstanding buildings.

Examples of icons include the Tower of London, the Eiffel Tower and the Sydney Harbour Bridge. Some famous public spaces do achieve drawcard status like Trafalgar Square and Times Square. How about the great Square of Isfahan? On a slightly finer scale I'd like to suggest places like the square of San Marco, the Spanish Steps and the banks of the Seine. Within Australia, and showing something of a Queensland bias, I'd like to suggest the lagoon at Cairns, the Strand at Townsville and Southbank in Brisbane. Yet you can't build a life perched on top of a rock, or an opera house, and only a very few fortunate's get to eek out their days on tropical islands.

While a well-designed, well-activated public space may not draw you someplace you do not know, it can definitely keep you there. Perhaps this is what we need to rest our case on. Like a café, or a seller of gizmos, our job is to up-sell to a more extended visit, or keep users coming back, or simply keep people hanging round. Better places ARE better

retainers. To put it another way, without public spaces of sufficient quality extent and diversity, you won't retain what you have already won. Too many other places have set the benchmark already.

6. Better public places for Mackay
I'd now like to turn my attention to Mackay, an in particular to the development of a network of activated spaces and places around the City Centre, which we are branding as Mackay Bluewater Trail. This is undoubtedly an ambitious project for a city of Mackay's size, and has many years to run. It is also very important in the process of city building, both because it offers a new level of choice in urban experience for existing residents and visitors, and because it is a major drawcard for new residents.

It is this on two accounts. It makes Mackay competitive with the best that regional Australia can offer in terms of scale and scope of attractions. It also keeps new residents in Mackay longer once they arrive. To coin a phrase, it reduces the churn factor. Both points are extremely important in terms of what faces Mackay today, and in to the foreseeable future.

Mackay has effectively achieved full employment, with an unemployment level well below the Queensland average, which is already much lower than the national average. That is despite a rapid increase in the participation rate, and growing reliance on short-term labour contracts in some key industries. Salaries have gone up, especially in mining services, but so has the cost of living. Mackay has lost its former attraction of an affordable lifestyle, with rents well above the Queensland average and home prices nudging close to the prices in the southeast corner of the state.

As well as competing nationally and internationally for skills in short supply – both to service industry eg engineering and to service the community eg medicine -, there is an emerging shortage of unskilled and moderately skilled labour, for example in the hospitality industry and increasingly in agriculture. Mackay can't compete on price alone. It must compete on the value of the offering. That is where place-making comes in, by increasing the value of the offer rather than by decreasing the price.

7. More about the Bluewater Trail
The Bluewater Trail reinforces and adds to initiatives on which the City Council has been working for some years, such as a new regional botanic garden and a revitalised City Centre waterfront. I should explain this is at close to the mouth of the Pioneer River (named after a ship, not an archetype), tidal in character, teaming with fish and other estuarine life-forms and recharged twice daily with seawater. That makes it pretty much unique in Queensland.

In mid 2006 Council announced an activation strategy targeting three key sites along the Bluewater Trail for early intensification and redevelopment – the botanic gardens southwest of the City Centre, the city riverfront west and the city riverfront east. The map in the presentation shows the location of these sites, and their relationship to the overall urban area. To this has now been added an additional major site midway along the City

Centre riverfront, called the Bluewater Quay. The site is of real significance, both as the point where the modern-day commercial centre meets the river, and as the site of the earliest urban settlement – a bit like our Farm Cove, or our Pilgrims Rock. It is a place where the past, the present and the future all cohabit.

This project has received the second highest level of funding under the statewide program to celebrate the 150th anniversary of Queensland's statehood. The presentation that accompanies this paper illustrates each of these sites, and how they link to the theme of the overall trail, concentrating on the three site in the city centre waterfront.

8. Conclusion – marketing the making

Early on in this paper, I identified several goals for city marketing and branding. I would like to assess the work that is going on to create the Bluewater Trail in this context. Let's start with building community pride. If there is one thing about landmark public spaces and activities, it is that they create pride in the community. The community of Mackay certainly wants a swimming lagoon to rival Cairns or Airlie Beach, and a riverfront to rival Townsville's Strand. This is the benchmark that the community has set itself. Things are not being left to chance, either. There is an active program of reporting on progress to the community through electronic and print media as well as council newsletters and other devices.

Delivering on our commitments lifts the community's perception of Council, and engaging some of Australia's major urban design firms – such as EDAW, Cox Rayner and Architectus - lifts our reputation in both professional and business circles well beyond Mackay.

Attracting visitors to our region from other parts of the state and from interstate should become easier. The City Centre riverfront is a destination in its own right, especially for the convention market but also for leisure tourists. It has just been is identified as one of six catalyst projects in the overall Mackay-Whitsunday regional tourism plan for the next 10 years. Of course, as noted before, the competitive bar is being lifted, as other cities and regions lift their own standard of urban presentation. It is too early to say what form promotion for the City Centre waterfront will take, but it will certainly feature in future destination marketing for Mackay. Activities in the City Centre, of which the riverfront is a prominent part, will also be a feature in marketing campaigns for the new Convention Centre

I identified investment attraction as a marketing goal. This is particularly tied to attracting and retaining scarce skills, which tends to be a constraint on a number of opportunity-rich regions in Australia at the current time. Judging by what other regions with similar facilities have done both here and overseas, I believe the City Centre riverfront will feature prominently in promotional packages and the like. More to the point, Council is aware of the need to create activities along the riverfront to complement lifestyle commercial development.

Finally, and possibly most importantly, city marketing seeks to building on competitive advantage. Our goal is simple – to ensure that Mackay is amongst the best regional cities in Australia when it comes to the balance between lifestyle and opportunity.

CREATIVE SPIN? THE FASHION DIVIDEND IN DUNEDIN

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ABSTRACT

The once prosperous, but physically isolated, city of Dunedin has been waning economically in the last three decades. In an attempt to revitalise economic and social development, the Dunedin City Council has in the 21st century embarked on a Vigorous're-branding' and cluster development exercise. The aim has been to dispel negative perceptions of the city that have been based around a conservative Scottish heritage and gloomy weather, and instead celebrate the innovative and captivating elements of the city that might attract new residents, businesses and greater economic activity.

The branding has been based on the slogan "I am Dunedin". One aspect of this re-branding and development has been the showcasing and 'clustering' of the Dunedin fashion design sector. The city now claims the title 'Fashion Capital of New Zealand'. However, even the fashion industry in the city recognises that this is more hype than reality. Nevertheless, the story of fashion success is one that has been easily consumed in the national media. But how far will a municipality go in its story telling about its own city as part of an attempt to compete in a national or global context? In this paper I critically analyse the development and marketing strategy of Dunedin City Council, evaluate the status of the local fashion sector, and tease-out connections between place, branding, globalisation and contemporary governance. The research output is a result of a qualitative analysis of intensive interviews with local government officials and fashion houses and their support industry in Dunedin.

Biography:
Michelle is a senior lecturer in planning at Otago University. Her research interests are focussed around processes of participation and planning at the local level. In the last fifteen years her work has been grounded via investigations in New Zealand, Britain, Denmark and Canada. Prior to this she worked for ten years in planning practice in the Auckland and Taranaki regions.

RETHINKING TOMORROW'S CITIES

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ABSTRACT

In a rapidly changing world, new challenges need new thinking to improve our strategic planning toolbox for our cities and towns. This presentation will use methods from the futures studies field to anticipate global forces of change that are shaping our urban environments and to provoke our current patterns of city making. Examples of emerging issues will be discussed that in 20 to 30 years may manifest new urban challenges or opportunities for our towns and cities.

Rethinking tomorrow's cities now, builds our capacity to act with foresight and create resilient and liveable places. From macrohistory, the grand patterns of social change will reveal the key systems dynamics influencing the rise and fall of cities in civilisation. The hope drawn from the past and present is to focus our urban interventions in key areas to create future cities of wonder and purpose. The application of this knowledge may be used for the design of a global/local project - to transform the city as a catalyst for the development of a planetary human civilisation of dignity.

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SIPPY DOWNS – CREATING A KNOWLEDGE TOWN, A CASE STUDY

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PAPER

This case study assesses the degree by which normative urban/regional planning applied on the Sunshine Coast at the local scale, is effectively responding to the desired creation of a new town and its business activity centre, based on the global knowledge economy. The case studies' threefold objectives and research questions aim to understand the particular development challenges for knowledge hubs. Firstly, what are the driving forces, systemic factors, aspirations and frameworks of successful Knowledge Based Urban Development (KBUD) gleaned from Sippy Downs' experience? Secondly, what is the capacity and limits of urban planning in the transformation of a green field site into a knowledge town? Thirdly, is there a relationship between the urban design and spatial form principles of *new urbanism* and the development of knowledge hubs?

By the end of this paper, participants should have: (1) understood the critical factors in creating a knowledge town in practice through a case study; (2) become aware of alternative methods and frameworks to evaluate or improve the strategic planning potential for the development of knowledge cities; and (3) clarified the role knowledge plays in shaping the spatial form of urban development, specifically its relationship to *New Urbanism*'s design principles and community engagement processes.

KEYWORDS: Knowledge cities/hubs, holistic development.

1. INTRODUCTION

This chapter presents an Australian case study of the planning and implementation of a new university town (circa 1994). It is based on research conducted by the author for publication within a book about knowledge-based urban development (KBUD)1. This paper aims to

[1] Daffara, P. (2007). "Sippy Downs – creating a knowledge town, a case study" in *Knowledge Based Urban Development: Planning and Applications in the Information Era.* T. Yigitcanlar, et al. Eds., Idea Group Publishing. (Awaiting publication).

Evaluate the effectiveness of normative urban/regional planning practice applied locally to create a regional knowledge hub. The evaluation process surveys key stakeholders' perceptions about the town's development using traditional methods (e.g.: SWOT) and alternative methods from the Futures Studies field (e.g.: Causal Layered Analysis).

The paper has three parts each focussed on a particular aim. The first of these is to share experiences of knowledge-based urban development (KBUD) applied within a regional context for a local town centre, rather than for an emerging world city competing in the

knowledge economy. The outcome is to overview the critical factors for the creation of knowledge hubs. Second, this chapter seeks to identify new methods garnered from the Futures Studies field to evaluate the potential of urban planning to deliver knowledge-based urban development. It will explore the limits of planning and alternative ways to improve development. The final aim of this research is to discuss the role of knowledge in shaping the spatial form of urban development, specifically its relationship to *New Urbanism's* design principles and community engagement processes.

The conclusion reiterates that the successful creation of knowledge hubs requires collaborative regional policy/planning and holistic place management approaches.

1.1 Background and history

Sippy Downs was formerly a coastal hinterland area for rural production (primarily grazing and cane farming) centrally located on the Sunshine Coast near the boundary between two local government authorities, Maroochy Shire Council and Caloundra City Council. The Sunshine Coast is a region 90 kilometres north of Brisbane currently experiencing a values and lifestyle based population migration termed the *sea change* (Salt, 2003, pp. 58-61).

The urban planning history and development of the new Sippy Downs Township and its precincts spans thirteen years, a relatively short period in terms of global urban evolutions. In 1994, planning approval for a 300ha master-planned residential community, *Chancellor Park*, coincided with the acquisition of 100ha of adjoining land for a new regional university for the Sunshine Coast. Major planning and development milestones for Sippy Downs include:

- University of the Sunshine Coast (USC) Campus opened 1996;
- Sippy Downs Development Control Plan (DCP) gazetted in 1997;
- Sippy Downs Master Plan Review (2000);
- Maroochy Plan Local Area Code (2002);
- Designation as a regional knowledge hub within the State Government's South East Queensland Regional Plan 2026 (2006); and
- Sippy Downs Town Centre Master Plan Review (2006-2007).

Development wins from the town's history include: (1) the outstanding growth of the University; (2) the concurrent growth of the *Chancellor Park* residential estate; (3) the participatory formulation of a shared vision for the town; and (4) the impact of the Innovation Centre Sunshine Coast as the region's business incubator.

Development losses from the town's history include: (1) no establishment of a development corporation to implement the university town's vision; (2) an incremental master plan for

Chancellor Park residential and commercial precincts out of step with the USC master plan and Council's town centre master plan; (3) no future rail link as identified by the Caboolture to Maroochydore Corridor Study; and (4) Physical and social infrastructure competition from new planned centres within the Sunshine Coast region.

2. CREATING A KNOWLEDGE TOWN

2.1 Critical factors for success

The critical factors in creating the Sippy Downs knowledge hub were derived from stakeholder interviews using two methods: SWOT analysis and Causal Layered Analysis (CLA). The four major stakeholders for the university town's development who participated in the survey were the:

- University of the Sunshine Coast;
- Maroochy Shire Council;
- Innovation Centre Sunshine Coast; and
- Sippy Downs & District Community association.

The stakeholder relations amongst them are shown in Figure 1.

The major weaknesses identified by the stakeholders in the SWOT analysis included the:

- Lack of planning coordination;
- Poor land management and delivery of the development proposition/vision due to multiple land owners; and
- A poor sense of community and spatial isolation from the USC campus.

The significant current threats identified by the stakeholders included the:

- Uncoordinated social infrastructure planning and inter-Council competition on the Sunshine Coast;
- Triple Bottom Line impacts of the future *Palmview* centre, south of Sippy Downs identified by the Caloundra Local Growth Management Strategy; and
- Possibility that developers will defy the Sippy Downs Town Centre master plan vision.

If the combined weaknesses of and threats to the development of the Sippy Downs knowledge hub identify the critical uncertainties on which the town's future depends; then the resolution of these become the obvious critical factors for success.

What qualifies as a 'success' is open to interpretation. From a macro perspective the qualities of success are, in this paper, assumed to be sustainable, multi-dimensional and holistic. For these reasons, the International Institute of Sustainable Development's framework was adopted in the survey methodology as a means of identifying environmental, social, economic and political forces of change shaping the development of Sippy Downs as a knowledge hub. These forces of change relate to Causal Layered Analysis' systemic layer of causal explanations. Arguably, such a complex, multi-dimensional development challenge requires a method of analysis to unpack the multiple layers of causation. Causal Layered Analysis (CLA), a method developed by Inayatullah (2004) within the Futures Studies field, provides a means of doing this. CLA also allows a comparison of the perceived casual relationships or explanations between different stakeholders.

Figure 1. Diagram of Stakeholder relationships and roles (N.B.: The shaded stakeholders were interviewed for the case study)

The CLA of beliefs amongst stakeholders showed that even though they all shared the same official litany of Sippy Downs being a university town, there were *Systemic*, *Worldview* and *Metaphor/paradigm* differences on how to achieve the vision. As a result the limits of urban planning were exposed and the flipside, the alternative methods to evaluate and improve urban planning capacities for the development of knowledge hubs/cities.

2.2 Limits of urban planning and alternatives

The second aim was to identify new methods garnered from the Futures Studies field to evaluate the potential of urban planning to deliver knowledge-based urban development. CLA and the "*city policy/action holism audit*" (Daffara, 2007), as techniques for critical discursive analysis, unpacked the multi-dimensional qualities of the regional planning practices being employed for the creation of Sippy Downs.

The outcomes of applying CLA in the case study were to: (1) unpack the mindsets of stakeholders; (2) contrast the rhetoric (litany) of stakeholders from action; (3) emphasise regional coordination to realise the official vision of a knowledge hub; and (4) show where to shift paradigms that are obstructing the achievement of development outcomes. Furthermore, the Causal Layered Analysis revealed the shared and divergent layered perceptions held by the town's stakeholders about its development history to date.

The *holism policy/action audit* revealed that coordinated action across the material, ecological, psychosocial and metaphysical dimensions of urban development are lacking. The audit showed that ecological and place qualities and strategies are described in the Sippy Downs Master Plan (2007) but action is still unfolding. The city policy/action holism audit showed that outside the USC campus, psychosocial and cultural strategies to build the creative social capacity and a politics of cultural difference of the resident community are absent from Sippy Downs' planning and policy initiatives. Based on Florida's (2002) argument, this local capacity is critical in attracting globally mobile knowledge workers who value cultural diversity as a catalyst for creativity. Also besides the participatory approach to describe the town vision, no strategies exist for building future community spirit.

2.3 Knowledge shaping urban form

The case study of Sippy Downs revealed that there are two main ways in which knowledge shapes the urban form of knowledge hubs. Firstly through *New Urbanism's* design principles during the master planning and development assessment process; and secondly through the community engagement processes employed during the master planning process.

From the evidence gathered through stakeholder interviews it is clear that the stakeholders partly or totally agreed with the argument that the knowledge of *New Urbanism* design principles, as expressed in the town centre master plan, is shaping the form of Sippy Downs. The idea that certain urban design/place-making principles support the economic success of KBUD relates to Florida's (2002) argument that *cultural creatives*, as key players in the knowledge economy, desire authentic places with a quality lifestyle.

Sippy Downs' stakeholders identified the following design principles as conducive to successful KBUD or the creative milieux: (1) green architecture and ecological design; (2) connectivity and accessibility between mixed use neighbourhoods or precincts; (3) pedestrian friendly streets and public spaces for social interaction and leisure; (4) human

scale, perimeter block development providing building edges that address and activate the street; (5) the sub-tropical landscape character of the town; and (6) an identifiable sense of place with some continuity with the area's cultural heritage. These principles, among others, are clearly described in the master plan for the built form of the future town centre (Maroochy Shire Council, 2006, pp. 7-8) and arguably make more likely the successful development of a viable knowledge hub.

Community engagement processes over the thirteen year history of the development of Sippy Downs have provided a third space to reconcile interests, constraints, action and build social capital. Using methods such as *charettes* and *enquiry by design workshops* helped build a shared vision for the town centre as well as bridge local community tacit knowledge about desired future town character and technical knowledge about design principles. An intentional outcome of these processes is to raise the understanding of the value of quality urban design and to empower communities to shape their respective urban futures. In this way the community-design master planning process facilitates multi-stakeholder, trans-disciplinary collaboration and creativity.

3. CONCLUSIONS

Specifically, the implementation of Sippy Downs as a knowledge hub lacked and continues to lack strong regional policy and place management governance; as well as a holistic action plan for the town's development. Both conditions are needed to leverage the drivers of successful knowledge hubs.

The Broader Implications of the CLA, SWOT analysis and the *city policy/action holism audit* undertaken in the case study revealed four conditions for KBUD applicable at a regional scale. The apparent drivers and factors for successful urban development that taps into and contributes to the knowledge economy are as follows. First, regional planning policies and practices ought to innovate multi-dimensional, holistic urban strategies and interventions. Second, successful development requires a governance approach that drives the consistent delivery of coordinated action, infrastructure and advocacy aligned to existing regional planning policy. Third, an authentic local vision of place-making and best practice urban design is necessary. Fourth, appropriate urban development requires a place management approach which creates new meaningful nodes of convergence between people, place and knowledge networks. Convergence is a key principle that can be applied spatially within urban development and in relation to the process of knowledge generation within the global information network. These four conditions for successful KBUD point to areas for further urban sociology research in order to substantiate the social, economic, environmental and cultural impact of each relationship.

The elements that have succeeded in Sippy Downs are based on the accumulative effect of successive master planning studies from 1994 to 2006, allowing a shared vision to be built among stakeholders for the university town, within a context of rapid population growth and changing infrastructure demand. Through the design principles and participation processes of *New Urbanism*, local community knowledge was generated to shape the vision and plan for a regional knowledge hub. What clearly didn't occur in Sippy Downs was the consistent delivery of proactive, collaborative, and coordinated public-private partnerships to implement the vision and master plan. At the core of this weakness is the perceived threat of inconsistent urban development assessment decisions by Maroochy Shire Council as the local planning authority. As a result, the urban outcomes would be built by speculative developers with lesser concern for the desired future character of the university town. This must be remedied if the town is to succeed in establishing itself as a knowledge hub. To achieve that end, the case study provided future directions for

improving the place management and governance of the town's development. It has also proposed future development opportunities that can foster cultural convergence of Sippy Downs' local place experience with the power of global knowledge/information networks.

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DELIVERING THE EXPERIENCE TO MATCH THE EXPECTATION – FROM REGIONS TO SMALL TOWN CENTRES

Stewart Heine
Place Management Consultant, Director, the Meton Group.

ABSTRACT

Delivering an experience is the primary function of Destination Marketing, however, having the expectation meet the actual experience is highly dependant on the approach and disciplines of Place Making and Place Management. The presentation will give examples and discusses the relativity between Destination Marketing and Place Management. It will examine how centres need to find their own point of difference and uniqueness - They need to identify why people will travel and stop to enjoy a particular town or retail sector.

In accepting that retail & commercial centres require to be win/win places, for all stakeholders it will be promoted that we must also accept that in satisfying the respective stakeholder needs there are four primary environments that contribute to creating that indefinable quality 'PLACE'. These four primary environments pose their own questions e.g.;
• Physical environment - Is it a good place to be?
• Functional environment - Is it a good place to perform with others?
• Social environment - Is it a good place to interact with others?
• The environmental environment - Is it good for our country and for the planet?

As change and the reluctance to change has a significant influence on how we approach the development and implementation of a strategic plan to realise a long term vision for a destination we examine a widely used model and process that focuses on four key result areas, being :
Physical enhancement,
Economic development,
Marketing and Promotion,
Organisation & Management.

If in fact these four key result areas have the robustness to be a basis for developing best practice principles to create a 'PLACE' that delivers on Experience that matches the Expectations of the stakeholders, community and visitors.

Finally we discuss how do we know the experience is being met and the centre is meeting its objectives.

Biography:
Stewart consults to local authorities and the private sector trader associations advising on and establishing Place Management initiatives. From a background of running his own retail and distribution businesses, as the former CEO of the Town Centre Association of New Zealand, together with his graduate qualifications in Marketing and Business Management, Stewart has gained empirical as well as theoretical knowledge which has developed his interest in Place Making - particularly as it relates to retail, commercial and

industrial precincts. This experience has allowed him to put structure to his research and the application of the roles and importance of Place Management and the correlation that has to Destination Marketing.

Stewart has recently established three Business Improvement Districts (retail and industrial) within the Manukau City. He is currently contracted to manage the 'Old Papatoetoe' Town Centre and the Manukau Central Business District. Through his previous involvement with the Town Centre Association of New Zealand he has worked with a significant number of Town Centres and Local Authorities through out New Zealand assisting with their Place Making and Management programmes.

DELIVERING THE EXPERIENCE TO MATCH THE DESTINATION

Stewart Heine
Place Management Consultant - Director
the Meton group

PAPER

Delivering an experience is the primary function of Destination Marketing, however, having the expectation meet the actual experience is highly dependant on the approach and disciplines of Place Making and Place Management.
The objective of this presentation - is not to focus on one case study or town centre but to reflect on some successes or examples, discussing what are the key elements in creating that indefinable quality 'Place' and what is it that town centres need to focus on to deliver the experience that will match the expectation promised by the marketing of the destination. We then will look at the Place Management process and what are the Key Drivers for example - town centres need to find their own point of difference and uniqueness - they need to find out why people will travel and stop to enjoy a particular town or retail sector.

Change and the reluctance to change has a significant influence on how we approach the development and implementation of a strategy plan and vision for a destination what needs to be addressed. Destination Building or Place Making and Place Management is a multifunctional exercise and cannot be developed by a template. To put a destination on the map necessitates the creation of an experience that when marketed or promoted by way of events, media or whatever the consumer, community or visitor who visits the destination feels satisfied with their decision and wants to return or tell others about the emotional experience.

Successful Towns, Cities & Community Centres
Town centres are **win /win places**, they mix all the environments and needs of the various stakeholders and in so doing create that indefinable quality 'PLACE'. As Michael Cullen from Patrick & partners Aust. suggests the following questions can be
asked of each:
• Physical environment - *Is it a good place to be?*
• Functional environment - *Is it a good place to perform with others?*
• Social environment - *Is it a good place to interact with others?*
• The environmental environment - *Is it good for our country and for the planet?*

Successful towns and cities that deliver good experiences are increasingly being recognised as
vital to the health of our national economy. Success does not happen by chance but as a result of good planning based on a long term Vision and co-ordinated implementation.
As was identified in the New Zealand Urban Design Protocol prepared for the Ministry for the Environment in 2005 - **Successful Towns and Cities are:**
• **Competitive, Thriving, Creative and Innovative** - they attract entrepreneurs and new company opportunities
• **Liveable** - providing a quality of life where people choose to live and work. providing good leisure and recreational opportunities

• **Environmentally responsible** - managing resources to take account of the needs of present and future generations. Growth and economic development is sympathetic to the natural environment and cultural heritage.
• **Opportunities for all** - Young and old, People on low incomes and people with disabilities. -
• **Inclusive societies** - respecting and celebrating diversity, caring for the disadvantaged. Building a strong sense of community and encouraging people to participate in making decisions that affect them. Giving everyone a sense of ownership, which is reflected in their safe and dynamic public spaces.
• **Built on strong and locally distinctive identities** - based on the unique strengths and characteristics of each place and the cultural identity of the country. Reflecting the heritage and culture in their built form.
• **Based on a Clear sense of direction and a widely shared vision** - there is a genuine engagement with communities and leadership at all levels - working in partnership with Local government, businesses, iwi and other local communities to reach shared goals.
In New Zealand there are some great examples of how small towns through to large regions have been able to build on these above characteristics and create interesting experiences which are primarily achieved as a result of local leadership and capitalising on local assets.

Tirau
With the Bank of New Zealand closing down in the early 1980s as had the local butcher, baker, chemist and general store. Tirau was left with many empty shops and buildings. Although the town was on the main North / South highway there was no incentive for any one to stop - that is until Entrepreneur Henry Clothier had a Vision to capitalise on the many people that passed through the town each day.

His first venture was into an antique shop with public toilets - a coffee shop, transforming the old council buildings into a conference and event centre and then championing many other businesses to set up in the town. Building on the assets of his son who was a talented artist and metal worker he built the 'BIG SHEEP' wool gallery, the "BIG DOG' information centre and a wide range of corrugated iron art works. he has also created a medieval castle housing a doll & toy museum. A remarkable transformation from a small rural town which traffic passed through and never stoped, to a vibrant and popular destination in it's own right.

Wanganui
An historic river city that was first settled by Maori, who were attracted by the river, in its sheltered, fertile valley, with its abundant food supply. The first Europeans landed at the river mouth in 1831.By 1860, a population of about 2000 people had settled in Wanganui, which acted as a distribution centre for an area. Wanganui is a delightful provincial city, rich in both Maori and European history and culture. The town abounds with historic buildings, preserved from the early days of European settlement, along with beautiful parks and gardens.

Building on this heritage and examples of Victorian architecture the central city shopping area has been revitalised in keeping with the early style of the city. The Wanganui main street development, led by the District Council, resulted in the establishment of the first 'Mainstreet' organisation, now responsible for advising on and promoting the Central Business District. Hundreds of hanging flower baskets adorn the city from December to

March each year. 'Wanganui in Bloom' is the icing on the cake for the revitalised Central City. Wanganui has created an enjoyable experience for those who visit and ride the river in the old paddle steamer and wonder the Town.

Napier
Napier is recognised as the Art Deco Capital of the world.
Following a massive earthquake (7.9 on the Richter scale) in February 1931most of the commercial heart of the city was destroyed. The city was rebuilt in the style of that era. Nowhere else is there such a variety and example of buildings in the styles of the 1930s - Stripped classical, Spanish Mission, and above all Art Deco. Napier is unique, with Maori motifs and buildings of Louise Hay, admirer of the great Lloyd Wright.

Napier is enhanced by Palms and the Norfolk pines, when one visit Napier they enjoy the legacy of its brave rebuilding and savour the spirit of the optimistic Art deco era promoted and relived by the events and tours that deliver a great experience.

Northland Naturally
One significant example that not only relates to creating a destination and a experience for town centres but also applies to a whole region is the project that was launched by Enterprise Northland in 1999 - this whole region encompasses three Territorial Local Authorities the Kaipara District Council, Whangarei District Council and the Northland District Council - running from North of Helensville on the West Coast and Wellsford on the East Coast up to the Northern tip of New Zealand - A population of more than 152,200 urban and rural communities on a land area of 13,800 sq Km
Known as "the birth place of a nation", Northland was home to some of New Zealand's first human inhabitants and was also the country's original capital.

In 2000 with Tourism in New Zealand being the second largest generator of revenue to agriculture. It was Tourism that Enterprise Northland identified as the most likely industry to lead economic growth, development and employment for their region -. At the time research by Price Waterhouse Cooper indicated that of the $550 million that comes into the region $55 million was spent on food and beverage $100 odd million goes towards wages and approx $20 million to repairs and maintenance.

Supporting all this information was the opportunity that if they could encourage 20 % of the visitors to this northern region to stay one extra night somewhere within the region per year it would be worth an additional $25 million to that economy - Up to this stage the majority of visitors were leaving Auckland and going up the main highway to the Bay of Islands and returning via the same route. To achieve this goal the Twin Coast Discovery Highway was established a partnership between Transit NZ and the three Local Authorities

It was also noted in an American survey that where people visited small Towns and Communities 83% did so for leisure - 70% dining - 58% shopping. The challenge for Enterprise Northland was how to capture this potential and make sure that the many communities and small towns along the 820 klms of Twin Coast Discovery route would be able to deliver the experience and capture and benefit from this tremendous opportunity being presented to them.

They developed a strategy that had key objectives of:

• Increasing the level of understanding of tourism within the communities, spreading benefits
• Identifying and leveraging opportunities
• Positioning, point of uniqueness
• Civic pride, 'Delivering an experience'
• Business development of SME's
• Clustering business and community
• Attracting investment

In discussion with the Town Centre Association of New Zealand of which I was heading as CEO at the time, it was decided that there was a need to work with each Town Centre along the new route so that they could develop and build upon these key objectives and deliver an experience that would have visitors staying a little longer in a town and ultimately having them stay that extra night somewhere in the Region.
The Towns like Maungaturoto, Kaeo, Paparoa, Keri Keri and Doubtless Bay identified not only their point of difference and community positioning but also highlighted there own uniqueness with their own bi-lines which was linked back to a regional brand and signage, e.g:
• Maungaturoto " A real New Zealand Town"
• Kaeo "Small Town big Spirit "
• Paparoa " Village in the Valley"
• Keri Keri "Voted NZ's Top Town"
• Doubtless Bay "Absolutely Beach Front"

Kawakawa is 'the train town of the North' **-** home to the Bay of Islands Vintage railway which travels to the coastal port of Opua every day**. Kawakawa** is also known for its public toilets, designed by the world renown artist **Friedensreich Hunderwasser.** His architecture and style has also been used around the town and has become a prime example of how to build upon existing assist and create an experience.
Throughout the whole of the Twin coast discovery route, signage to tourism activities have all been linked back to the Twin Coast experience common theme.
• Golf Trail
• Art Trail
• Heritage Trail

Making it Happen
The process to facilitate and implement activities and development in the towns around the North was one that has evolved and been developed from programmes used by 'Mainstreet USA - the Town Centre Association of New Zealand and now included as part of the Business Improvement District model of Manukau City Council involving what has been called the **'Four Point Approach'**

The 'Four point approach focuses on simultaneous work in four broad areas of issue.
• Physical enhancement
• Economic development
• Marketing and promotion
• Organisation and development
Physical enhancement - reflects who we are, our history and culture. It affects the decisions and attitudes that shoppers, investors and visitors make about the area.
Economic development - Is about how we function as a community and business sector.

How we interact and how we recognise and respond to market opportunities and constraints.

Marketing & promotion - Is about marketing and promoting the communities and regions assets to customers and potential investors promotional activities that change the image of a community and its region. - it involves mrket research

Organisation and Management - Involves everyone working towards the same goal - building consensus and co-operation among the many groups and individuals who have a role in the town centre process. - leadership (a champion)

The key therefore is the focusing on simultaneous work in the four broad areas of issue. Carefully integrating all four areas into a practical Place Management strategy. By using these four key result areas as the skeleton for a SWOT analysis and ultimate development of a strategic plan, the ability to be able to crystallise a vision for a town centre or region is enhanced considerably. From this skeleton or framework the expertise in marketing and brand positioning starts to put the flesh and character to the product - and in doing so a town centre is able to create a destination that can deliver an experience.

Managing Change

Change and the reluctance to change has a significant influence on how town and commercial centres manage the Place making process. Change and evolution are usually a reflection of changing needs of a community, or changing business formats of entrepreneurs. (e.g. Large format retailing versus traditional strip shopping), or roading demands (main arterial roads by passing a town centre). The need within the various community sectors to address and overcome conflict and resistance to change is becoming a major factor.

As *Charles Darwin quotes* **'It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change'**
How this buy-in to change is managed and articulated without appearance of a conflict of interest by one party or stakeholder group, is critical to the success or otherwise of delivering an experience to meet the expectation. Primarily managing change requires the development of a sound partnership between all stakeholders (Council, Community and Business) to work through and accept what are the key drivers to the change being proposed. In some cases it is advisable to employ an independent facilitator to assist with this change process.
It is important to involve influential persons or parties early in the planning process and to establish a structure through which all involved can resolve issues. There must be recognition or identification of the vision and its implications. Attention to the political processes and the need to openly consult with all stakeholders.

Sustainable funding

The need to have established a sound sustainable funding programme is vital and with out it a programme is destined to failure. Funding can be from many sources however the emphasis must be on sustainability and in this regard the options are limited. Some options are:
• Voluntary business Association membership
• Local government grants
• Central government
• Gaming machines trusts
• Sponsorships

• Local fundraising
• National funding bodies
• Running events/ promotions
• Stakeholder investment or BID status/ Mainstreet

The only real sustainable option is that of going down the Business Improvement District (BID) or 'Mainstreet' option which involves a public / private partnership or stakeholder investment. BIDs are common both nationally and internationally. The USA, UK and Australia all have numerous BID programmes, while NZ have a number schemes in place, often called 'Mainstreet' programmes. A BID is a comprehensive / incremental / self-help programme in partnership with the Council and Private Sector - it creates an organisation with an umbrella over the whole business district.

As is the case with the Manukau City Council and their BID programmes which I am involved with. A BID is funded by way of a levy which is collected at the time the general rate is collected- being paid by all businesses within the defined district. Once established a BID usually attracts considerable additional funding from Council. Every cent of the levy collected is given to the BID management committee, together with additional funds given by the Council itself. While Council will collect the levy or 'targeted rate' it does not benefit financially from it.

In Conclusion
When we look at Place Making and the many attributes of successful Town Centres and their ability to deliver an experience the main elements to be focused on are:
• Building on their existing assets
• Capitalise on uniqueness and service
• Embrace technology
• Offering a wider market draw than before
• Deliver 'experience' with more than just shops
• Identify why people will travel to and stop to experience what your community has to offer. Local assets can be ;.
• Natural Assets - *Harbours/lakes / mountains*
• Physical Assets - *Buildings / Monuments*
• People - *Ethnicity , Age , sex*
• Claims to fame - *Event / Personality / Feature*
• Location - *Geographic position*
• Local History - *Local skill set*
• History - *Heritage buildings / unique aspects of histroy*

Key Success factors recognised as crucial to the implementation of the Place Management process:
• A Comprehensive approach involving all aspects of the Four Point approach
• Incremental growth and development of the centre
• Self-help through local leadership
• Identifying and capitalising on existing assets
• Developing and maintaining Public - private partnership
• Obtaining Community Buy-in
• Engage a top level Project or Place Manager
• Long-term commitment to the vision
• Sustainable funding

Finally the need to measure and monitor performance is critical in knowing if the strategies employed are successful. To know if the objectives are being met and that the strategies are not only effective but also how efficient are they - to do this a **Town Centre Vitality Index** needs to be established. This is usually made up from some or all of the following data. (as and if available)

• Retail Turnover and occupancy rates
• Pedestrian foot traffic counts
• Business, community and visitor survey responses
• Population density
• Range of services
• Local visitor numbers
• Regional visitor numbers
• Business category turnover

To measure total efficiency the need to take the total expenditure invested on the town centre development or action plan and measure it against the Town Centre Vitality Index. Normally this can only be truly measured after two years when an index figure is quantified and a bench mark is established to compare against.

Stewart Heine

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KEYWORDS:
DESTINATION MARKETING,
PLACE MAKING,
PLACE MANAGEMENT,
TOWN CENTRES
EXPERIENCE,
PRIMARY ENVIRONMENTS

Session 4

Downtowns versus Shopping Centres – Competitors or Collaborators?

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ABSTRACT

When Southdale Shopping Center, the first US enclosed regional mall, opened in Edina, Minnesota in 1956, it launched a veritable tsunami that swept over the United States. By the mid-1960s, regional enclosed shopping malls were popping up on the fringe of most major cities, serving the burgeoning population of middle class families created during the post-war baby boom. For fifty years, suburban shopping centres expanded into even small city markets, decimating downtown (central business district) retail markets and turning downtown department stores into dinosaurs.

Almost as suddenly, the tsunami has receded, and the landscape has changed forever. Downtowns in the US have experienced an unforeseen but welcome renaissance; and development in suburban communities has shifted almost entirely from regional shopping malls to what are known in the US as "lifestyle centres" – open air shopping centres that are modelled on Main Street America, with brick streets, parallel parking, historic-style street lighting and street furniture, and more recently, a combination of office and residential uses mixed in.

This new state of affairs has created a fair amount of consternation among Americans. Will the decade-long rebirth of central business districts and community business districts wane as people once again choose suburban centres because of their proximity to home, familiar stores, and absence of homes people? Will a new war occur between city and suburbs, similar to the one that ignited with the creation of Southdale and that blazed on for more than three decades? Will the newness of the "lifestyle centre" be just a passing fad, or an evolutionary dead end? Will the lifestyle centre morph into a true downtown as the years pass?

And finally, should suburban centres – whether traditional regional malls or lifestyle centres – even be seen as competition for central business districts; or should the organizations and companies that own and manage suburban and downtown properties seek to find common cause and ways to expand economic growth throughout the region? It may be too early to make a definitive prediction, but there are reasons to examine the various possibilities, and opportunities to design the best future for everyone.

Biography:
Dave Feehan has devoted a 35-year career to rebuilding and revitalizing cities. He has directed downtown programs in Des Moines, Detroit, and Kalamazoo, and neighborhood development programs in Pittsburgh and Minneapolis. He helped found and served as the first director of the Citizens League of Southwestern Pennsylvania, a Pittsburgh-based regional public policy organization. He has been active in IDA for 15 years, and the programs he has directed have won several awards, from IDA, the International Parking Institute, and the US Department of Housing and Urban Development. He has served IDA

as a board member and officer, most recently as chairman. He was appointed by the board to serve as president and chief executive officer in April, 2001.

Under Dave's leadership, IDA has set records for attendance at conferences, and has seen steady growth in other areas. Dave maintained an active consulting practice before coming to IDA, assisting a number of cities, including New York, Chicago, Las Vegas, and Miami Beach. Dave holds a Masters Degree in Social Work Planning and Administration from the University of Pittsburgh. He has served as an adjunct professor at the University of Iowa and Metropolitan State University in St. Paul, MN.

Downtowns versus Shopping Centres – Competitors or Collaborators?

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PAPER

When Southdale Shopping Center, the first US enclosed regional mall, opened in Edina, Minnesota in 1956, it launched a veritable tsunami that swept over the United States. By the mid-1960s, regional enclosed shopping malls were popping up on the fringe of most major cities, serving the burgeoning population of middle class families created during the post-war baby boom. For fifty years, suburban shopping centres expanded into even small city markets, decimating downtown (central business district) retail markets and turning downtown department stores into dinosaurs.

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Shopping Centers – A Brief History

If the shopping center industry began in Istanbul, where a 17th century enclosed "shopping mall" still functions in vibrant fashion, and reached its pre-1950s zenith in Milan, where the **Galleria** Vittorio Emanuele II proudly boasts some of the finest retail in Europe, then the industry came of age in the United States, beginning in the 1920s.

According to Monitor, the Shopping Center Industry Magazine (August 1990) "(In) the early 1910s, J. C. Nichols knows the age of the automobile is coming and he imagines a center where people would arrive by car. He begins buying up swamp land south of Kansas City…and in 1922 opens Country Club Plaza…." This, according to Monitor, is "…the forerunner of the modern shopping center with unified architecture, management, landscaping, and free parking for all."

As appealing as Country Club Plaza was (and is today), it was perceived as no threat to the then-robust and burgeoning downtowns across America. Even though skid rows – areas of derelict buildings and derelict inhabitants – marked the oldest sections of most downtowns, the core office and shopping area was entering an age of glory. The first true skyscrapers were popping up in big cities, as elevator technology and design allowed buildings that by the 1930s were topping out at close to 100 stories tall.

With the Great Depression beginning with the US Stock Market Crash in 1929, some of the most ambitious downtown office projects were beginning to look like big mistakes. The Empire State Building in New York, for years the tallest structure in America, sat half-vacant for several years in the late 1930s. Nevertheless, downtowns were the place to work, shop, and play – and shopping centers were still for the most part a developer's dream until after World War II.

But as soldiers returned from the Great War, they found that old city neighborhoods could not accommodate their desires for new homes, yards, clean air and new opportunities for their growing families. The suburban subdivision, with its "ramblers" and ranch-style, single level homes, was born. As these subdivisions spread out over former pastures and cornfields, it was inevitable that savvy developers and retails would seize the opportunity to provide these new families with places to shop. And, as they say, the rest is history.

Given a great boost by the Eisenhower administration's major accomplishment, the vast US Interstate Highway System which began in 1956, suburban shopping centers and suburban subdivisions could now be reached from the office locations of downtown by high-speed, limited access roadways, eliminating the congested commutes through slums and older inner-city neighborhoods.

Most shopping centers of the 1950s were, however, fairly modest, with supermarkets as anchors and with architecture that ranged from mundane to marginal. These were "throwaway" buildings – never designed to last for more than 50 years. They were simple concrete-block buildings with metal facades and large glass windows – functional if boring. All of that changed with Southdale. Monitor says with Southdale, "the enclosed, climate controlled regional mall is born." It would take another 10 years for that revolutionary design to gain widespread acceptance among developers.

But gain acceptance it did. From the mid-1960s until the mid-1990s, regional enclosed malls were the preferred format for shopping centers of any scale. Smaller, open air "strip" or in-line centers, while profitable, were hardly the symbol of regional retail development in the US. Regional malls competed to feature ever-more grand atriums with lavish landscaping, marble floors, and mobile sculptures next to gorgeous chandeliers hanging from ceilings.

These malls generally encompassed more than 1,000,000 square feet of retail, with two, three, and occasionally four anchor or department stores. Meanwhile, downtowns were slowly losing the department stores and other retailers that had once made downtown "the place to shop."

The enclosed shopping center reached its zenith in North America when the Germezian brothers proposed and then developed a mega-mall in West Edmonton, Canada, at the time the largest shopping mall in the world. They later built the largest mall in the US in the Minneapolis suburb of Bloomington, on the site of an obsolete sports stadium. These malls had four anchor department stores and virtual amusement parks with wave pools and roller coasters in the common areas.

The age of the regional mall, however, was about to end. By the mid-1990s, downtowns were beginning to show unmistakable signs of life and vitality; and the newly-minted "lifestyle center" was becoming a possible alternative, and finally the preferred alternative to the regional enclosed mall.

Factors in the Rebirth of Downtowns
Many factors contributed to or enabled the rebirth of downtowns and town centres during the past twenty years. Among the more important factors were changing demographics, a related decrease in urban crime, changing police methods and tactics, a growing understanding of revitalization, an increased appreciation for historic preservation, and the invention of business improvement districts (BIDs).

Changing Demographics
In the US, soldiers returning from World War II created a tsunami of demand for housing, jobs, and consumer goods. As these soldiers married and formed new families, the legendary baby boom occurred. Children born between 1946 and 1964 constituted the largest generation America had ever seen. And as this group aged, it created major demands on every system it touched –education systems, transportation systems, and the housing system.

By 1990, boomers were reaching the empty-nester stage – children off to college, they had more disposable income and sometimes more time to spare than previous generations – and there were just more of them, they were better educated, and they were looking for things to do, not so much for things to buy. If downtown revitalization can be viewed as a supply-demand system, these boomers were a big part of the supply.

Another change in demographic pattern was the increasing tendency of boomers and their

children to marry later and have fewer children. Still another pattern that changed was the number of women in the workforce. Finally, laws against age discrimination were making it possible for those that wanted to work longer to do so.

Decrease in Crime

About the time boomers were emptying nests and looking toward retirement, the age cohort that traditionally produced high levels of criminal activity – 16-24 year olds – was in somewhat of a demographic valley. Younger boomers had fewer kids, which meant that by the mid-1990s, there were proportionately fewer young men to get in trouble. Some researchers have even posited that the legalizing of abortion made it possible for single, low income women to terminate unwanted pregnancies; and that these potentially troubled children who were never born also had a measurable impact in terms of the drop in crime. At any rate, most statisticians attribute at least part of the decrease in criminal activity to demographic factors.

This drop in crime may also have been caused in part by new police techniques, including community policing and adoption of the "broken windows" theory developed by George Kelling and James Q. Wilson. New York City benefited more than most cities from these factors. The homicide rate dropped from more than 2,000 annually in the mid-1990s to around 600 in the year 2005.

As a result, fear of living in and working in downtowns dropped with the falling crime rate. In one city (Minneapolis, Minnesota) over a ten year period, surveys showed that crime as a primary concern of local residents dropped from more than sixty percent to roughly ten percent.

Changing Police Methods

During the 1960s, as crime rates soared in the US, local police officials adopted two important policies that, in retrospect, seem to have done little to deter crime; on the contrary, they may have allowed crime to increase. One of these policies was to take beat patrolmen off the streets and put them in cars often alone. It was thought that this would not only increase mobility substantially; it would also spread the limited number of officers out over a broader area. At the same time, local police departments determined to focusing on and trying to solve the big crimes: murder, robbery, assault, and rape. This meant that for many people, the only police officers they saw in downtown areas were in cars, and often assigned to traffic duty. Minor crimes – purse snatchings and muggings, pick-pocketing, auto thefts and vandalism, and even more minor violations like public urination and aggressive panhandling or begging – were for the most part ignored. Downtown businesspeople cried out for help – but their pleas fell on deaf ears.

Historic Preservation

Not everyone was frightened by high crime rates in downtown. Some ardent preservationists and urban pioneers began buying pre-WW II buildings, especially those with historic or architectural significance, and restoring them with loving attention to their original appearance, even if the uses were sometimes different. A whole culture of preservation eventually permeated downtown revitalization, and this was aided eventually by the creation in the US of the National Trust for Historic Preservation and other groups. In preserving whole blocks of historic buildings, these pioneers were also preserving areas of downtown that were most hospitable to pedestrians.

Developing an Understanding of Downtown Revitalization
Revitalizing downtowns was more than reducing crime or saving old buildings. A growing body of knowledge was developing as, through trial and error, urban planners, economic developers, and business leaders tried many things in their efforts to stop the decline and seed the rebirth of downtowns.

One of the earliest major programs was called urban renewal in the US. This program usually involved federal grants (one of the earlier federal urban programs), and consisted largely of what was known at the time as "slum clearance" – bulldozing blocks and blocks of substandard housing and commercial structures.

While bulldozers were clearing land on the fringes and in the oldest parts of downtowns, an architect known for designing suburban malls proposed the creation of pedestrian streets in downtowns as a way of reinvigorating local shopping districts. Victor Gruen and his associates thought that the suburban model of ring roads and vast surface parking lots wrapped around a business district with a pedestrian mall was just the ticket for downtown leaders who wanted to face competition from suburban malls.

The first American pedestrian mall was built in Kalamazoo Michigan in 1959. It seemed successful at first, and eventually more than 200 American cities would build similar, auto-restricted open-air malls. Several cities, Minneapolis and Denver among the most prominent, also built transit malls, restricted to buses and taxis.

Urban leaders thought that pedestrian malls would be the "magic bullet" that would turn around failing downtowns. When these failed to produce long-term results, a host of other "urban revitalization fads" were tried, among them new convention centers, sports facilities, major hotels, mixed-use projects, festival markets, and a variety of attractions like aquariums, museums, and halls of fame. As with the pedestrian malls that preceded them, none of these proved to be the ticket to salvation for struggling downtowns. Those engaged in urban revitalization did learn from these efforts, even though many failed. They learned how to package and finance projects, how to acquire land effectively, how to integrate parking into projects, how to re-think traffic patterns, and how to develop more flexible codes and more user-friendly permitting and zoning processes. They also looked to shopping center managers for ideas as to managing retail districts and developed "centralized retail management" programs.

Then, in the 1990s, a few visionaries came to understand what Walt Disney knew intuitively when he started building theme parks – it's all about the experience. And the experience must start with clean, safe, friendly and attractive. If a downtown is filthy, dangerous, unfriendly and ugly, who will go there? This simple truth inspired a new generation of downtown leaders in places like New York, Philadelphia, New Orleans and Toronto to convince local property owners that funding supplementary maintenance and security through a special assessment was a good idea.

These new assessment districts – BIDs – proved so successful that they became the preferred way of doing business. More than 1,000 BIDs now exist in the US, according to Larry Houstoun, and an additional 250 in Canada. These paved the way for a whole generation of new downtown partnerships, and more than a decade of reinvestment, rising property values, exploding residential development, and a new profession – the downtown manager.

As the Millennium approached, downtowns were suddenly in vogue; and while the "battle" with suburban shopping centres had long ago been lost, a funny thing happened – in a way, downtowns had won the war. That is, shopping malls abandoned the suburban, "regional enclosed mall" format and began looking suspiciously like downtowns.

Downtowns and Shopping Centres – Today and Tomorrow
This brings us back to the questions I posed at the beginning of this paper, namely:
• Will the decade-long rebirth of central business districts and community business districts wane as people once again choose suburban centres because of their proximity to home, familiar stores, and absence of homes people?

It is likely that a large number of suburban downtowns and lifestyle centers will succeed and prosper. They are increasingly well-designed. Many are now being served by public transportation. They are located in close proximity to upper-middle and upper income households. And they are managed by skilled professionals. However, there is no inherent reason, given the large number of people, including affluent people, who have expressed a preference for downtown living, for downtowns that have become healthy and vibrant to lose their health and vitality.
More likely, central downtowns that are well-managed and well-designed with expand as multi-functional places where local residents shop, work and play, and which suburban residents visit occasionally for culture, arts, major sports events, and similar attractions.

• Will a new war occur between city and suburbs, similar to the one that ignited with the creation of Southdale and that blazed on for more than three decades?
It is unlikely that a new competitive war between city and suburbs will re-emerge. Downtowns and suburban town centers may resemble each other in some ways, but they provide very different offerings to potential customers. Suburb shopping centers are built upon a base of chain or formula stores; downtowns depend on independent, one-of-a-kind stores. The same tens to be true for restaurants. Suburbs will continue to dominate the market in terms of big box retailers. Shoppers looking for major appliances, automobiles, hardware and home repair items will find these in suburban locations. Customers looking for art galleries, antique stores, high-end imports, and hand-crafted items for the home will most often find these in downtown.
Suburbs and downtowns will, however, compete for office users and residents.

• Will the newness of the "lifestyle centre" be just a passing fad, or an evolutionary dead end?
Lifestyle centers are unlikely to be a passing fad or an evolutionary dead end. Depending on location, quality of design, quality of management and other factors, lifestyle centers have a better chance of a long life, in many ways, than do regional enclosed malls. For one thing, they are simply more energy-efficient, without massive common areas to heat, cool, and maintain. They are also easier to convert into true mixed-use centers, with offices and residential mixed in, than are regional shopping malls. Given these advantages, they are indeed likely to morph into a true downtown as the years pass.

According to the June 2007 AARP Bulletin, "…more than 150 "lifestyle centers" – open-air shopping centers designed like small-town downtowns – have cropped up

from Virginia to Oregon. Attracting many well-heeled boomers with a love of dining out, clothing and furnishings, they feature upscale and casual restaurants and stores. They also often have community areas for concerts or other events and some offer condos and office space.....Ten to twelve lifestyle centers open each year, says Patricia Duker, a spokeswoman for the International Council of Shopping Centers (ICSC). And the concept, she says, is "really still in it's infancy."

• Should suburban centres – whether traditional regional malls or lifestyle centres – even be seen as competition for central business districts; or should the organizations and companies that own and manage suburban and downtown properties seek to find common cause and ways to expand economic growth throughout the region?

One likely scenario is this: suburban town centres and lifestyle centres will compete with each other for customers within their immediate market areas. Regional malls will function for years to come as the place where people do heavy duty "necessity" shopping, but town centres will eventually supplant these regional malls, which will be extensively redesigned or demolished to provide valuable development sites. Downtowns will be the preferred location for "experience seekers" who are also shoppers, workers and residents. Downtowns are more likely to compete with other downtowns in their region, as they will continue to be the place where major concerts, sports events, and similar activities will occur. In the US, this means that downtown Washington DC and downtown Baltimore, for example, will see each other as primary competition. Likewise, downtown San Diego will complete with downtown Tijuana and downtown Los Angeles.

As I said at the beginning of this paper, it may be too early to make a definitive prediction, but there are many important reasons to examine the various possibilities, and opportunities to design the best future for everyone. The future looks better, more sustainable, and more realistic if downtown and suburban leaders view each other as potential collaborators, each offering customers, visitors and residents a unique and appealing variety of offerings, rather than engaging in the cut-throat competition that marked the middle of the last century.

The International Downtown Association is in the midst of a process to design a new "charter" or "constitution."
Three of the most important factors in defining downtowns are that they must function:
• As a part of society – and therefore, should be sustainable, inclusive, and authentic
• As a place – and therefore, should be clean and safe, dense, and filled with a mixture of uses
• As an experience – and therefore, should be accessible, welcoming, dynamic and memorable

No downtown has achieved perfection, and none ever well. These are places that are works in progress, always changing, sometimes for the better, sometimes not. In the end, however, the ultimate measure of success will be: Did we deliver an experience that is unique, fulfilling, wonderful and unforgettable. If we do this, we need never fear failure.

Session 5B

OUR TOWN OUR FUTURE: AN INNOVATIVE CASE STUDY FOR TOWN CENTRE REVITALISATION

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ABSTRACT

Our Town Our Future is the result of 12 months of innovative urban design, public consultation and leadership development for the Town of Ingham, Queensland. This project has transformed the self confidence of a long term disadvantaged community to own a bold vision that is turning heads at the State and Commonwealth level.
This project has recently received a Highly Commended Award for "Robust Public Participation Process" in the 2006 Asia Pacific Public Participation Wards. As well as receiving a Certificate of Merit for "Rural and Regional Planning Achievement" in the recent Planning Institute Australia – Queensland Division 2006 Awards.

The Challenge
Ingham is rural town located 110 kilometres north of Townsville, situated in the Herbert River. Amongst the many good things about living in Ingham and the Shire, there has been a growing concern that there aren't the jobs there should be for a healthy and sustainable community.

A Fresh Response
Ingham is typical of a distressed rural town. Its challenges to break the cycle of decline are common but, no less daunting. An innovative process was needed to break free from the past. The Ingham Revitalisation Strategy has overcome these challenges and is building momentum to turn the Town around – physically, culturally and economically.

Critical Insights
This paper provides critical insights and examples from the delivery 'coalface' and through the use of the case study will:
• Explore actions, initiatives and processes that have the capacity to tackle the complex range of rural town revitalisation issues.
• Demonstrate the benefits of working collaboratively, through innovative partnerships
• Show a best practice example of delivering success in a regional area

Biography:
Robert is a Qualified Urban Designer and Registered Landscape Architect with over 20 years experience in the design and revitalisation of public spaces. His passion for the improvement of the urban environment has lead to the establishment of Vital Places, a company that promotes best practice in the improvement of places for people and business.

Session 6A(1)

WHAT'S THE MANAGEMENT DIFFERENCE? IT'S IN THE DETAIL

David West
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ABSTRACT

When main streets responded to the shopping centre phenomenon they first copied the physical form by pedestrianising and paving the streets with no vehicle access. This happened all over the world including some 250 pedestrian malls installed in America and numerous Malls in Australia. But unfortunately paving the Malls and stopping the cars so that pedestrians could freely stroll around was not the saving strategy. Pedestrian counts continued to fall, safety was questioned and cleaning fell behind in the City centres, and the successful shopping centres expanded with more and more shops targeted towards their customers.

The main streets and City centres should have copied the management strategies used by the shopping centres. Customers want better standards of cleaning, visible security, family rooms, baby rooms, clean toilets and high quality desirable specialty shops. Around the world there is a solid move to establish management groups in Cities and Town Centres – Business Improvement Districts, Mainstreet Associations, Downtown Management, and Town Centre Management Associations are working successfully in the UK, USA, Canada, South Africa, New Zealand and Australia.

When David West moved from Westfield Shopping Centre management after 10 years he set up a management office in Rundle Mall. Applying the disciplines of centre management came as second nature, but the first step was back to basics. A complete audit of cleaning, maintenance, horticulture and monitoring was undertaken to determine the current status.

Providing one point of contact with a Mall manager who was responsible and accountable was a key factor in managing Rundle Mall with over 650 retailers, 250 service-related offices and more than 200 owners. Regular communication using newsletters, meetings and presentations maintained a strong relationship with stakeholders. Street management is a very professional approach to satisfying customers by attending to the detail. The standards required have lifted to a new level as customers just expect the street to be clean and safe without question. The new standards require a partnership between the Council and Business stakeholders. Street conditions change by the minute – graffiti, rain, litter, spills, traffic, noise etc and they need to be constantly monitored to ensure customers have a great experience every time they visit.

A clear business plan with objectives and goals supported by the management committee and stakeholders should set a clear path forward. The establishment of service level agreements with service providers will give the process direction. The constant monitoring and measurement will ensure progress is maintained and managed.

Biography:
David West is a retail consultant with a passion for street management. David learnt the disciplines of shopping centre management with Westfield Shopping Centres over a 10 year period and applied them to Rundle Mall a CBD pedestrian Mall in Adelaide with 650 shops. David has been engaged as a retail consultant for Christchurch City NZ, Parramatta City, Penrith, Kings Cross NSW, Northbridge WA and Mount Barker, Unley and Rundle Street in Adelaide.

WHAT'S THE MANAGEMENT DIFFERENCE? IT'S IN THE DETAIL.

David West
Principal Consultant
[Premier Retail Marketing, Adelaide, South Australia]

PAPER

When main streets responded to the shopping centre growth phenomenon, they copied the physical form by pedestrianising and paving the streets and restricting access for cars. This trend was replicated in many parts of the world, including some 250 pedestrian Malls installed in America and many other countries including Australia. Unfortunately creating pedestrian Malls to provide a shopping precinct without cars did not revitalise street precincts. Pedestrian counts continued to fall, safety was questioned and cleaning fell behind in the City centres, while the successful shopping centres continued to expand with shops skilfully targeted towards their customer segments.

Experience now indicates that main streets and City centres should have copied the management strategies used by the shopping centres, not just emulate the physical form. Customers want better standards of cleaning, visible security, family rooms, baby rooms, clean toilets and high quality desirable specialty shops. A precinct that is well maintained and managed demonstrates a level of success and confidence.

Management organisations have existed around the world for over 25 years in Cities, Main Streets and Town Centres – Business Improvement Districts, Mainstreet Associations, Downtown Management, and Town Centre Management Associations are working successfully in the UK, USA, Canada, South Africa, Japan, New Zealand and Australia.

David West managed Westfield Shopping Centres for 10 years before establishing a management office in Rundle Mall in 2000. He applied the disciplines of centre management successfully with consideration for the diversity and challenges of the City. A complete audit of cleaning, maintenance, horticulture and monitoring was undertaken to develop the situation analysis and determine the current status and issues to be addressed.

The management strategy provided a single point of contact and an experienced Mall Manager who was responsible and accountable for all aspects of the Mall. Rundle Mall is a precinct with over 800 retailers and services and more than 200 owners. Regular

communication using newsletters, meetings and presentations maintained a strong relationship with stakeholders.

Street management is a profession requiring attention to detail and a focus on customers. New standards of maintenance are required and customers expect the street to be clean and safe every time they visit. The new standards require a partnership between the Council and Business stakeholders and support from Government. Street conditions change by the minute – graffiti, rain, litter, spills, traffic, noise etc and they need to be constantly monitored to ensure customers enjoy every visit.

A clear business plan with objectives and goals developed by the management board / committee and stakeholders should set a clear path forward. The establishment of service level agreements with service providers will give the process direction. The constant monitoring and measurement will ensure progress is maintained and managed.

KEYWORDS: Management, detail, standards, improvement, measurement.

1. INTRODUCTION

The latest retail development trends have created a new challenge for the traditional main streets, City centres and retail precincts. Shopping centre developers are meeting customer demand by providing outdoor streets, improved physical realm, piazzas and alfresco dining areas for their customers to enjoy. The centres are owned by a single owner with a professional management team, they are clean and safe with excellent customer facilities. In addition the business mix is improved frequently to meet market demand. Regional shopping centres in Australia record average retail sales of more than $400 million annually due to this very successful combination of factors.

Main streets and retail precincts face many challenges including multiple property ownership, a very competitive market place, and often insufficient and inconsistent funding supply. Capital improvements and marketing activity must be scheduled to improve the precinct and attract customers but improving the business mix and bringing property owners together to achieve a unified direction requires management and governance structure.

2. WHY ARE SHOPPING CENTRES SUCCESSFUL?

2.1 Red carpet treatment for customers

Why are the shopping centres so successful?, and what management techniques can be learned? The management team in a shopping centre is focussed on continual improvement and achieving results as required in the Business plan, Marketing plan and Operational plan. The aim is to respond to customers needs and wants by improving the product through better facilities, better quality stores and a memorable visitor experience. The attention to detail requires management processes, adequate staff and financial resources for a consistent delivery every day.

The collective marketing of all retailers within the centre provides customers with a strong message about quality, choice and appeal. All retailers and services are included in the marketing campaigns and events utilising a series of targeted activities to lure market segments to the centre. The centre is continually improved and then marketed to customers to maximise visitation, length of stay and spend.

How many of our main streets, towns or Cities can make a customer promise that guarantees a good experience every time a customer visits? Shopping centres place the welcome mat out for customers and say 'we will provide you with a clean, safe, attractive environment with high quality facilities every time you come to this centre'. Customer feedback forms are available for customers inviting criticism in the event of an isolated problem. The management teams are professional, experienced and highly skilled to add value to each centre and support the retailers within the centre.

2.2 The cost of management functions

The professional management, administration, cleaning and security resources provided for each centre cannot be provided for free. In New Zealand for example a small business may pay an annual rent level of $50,000 plus a marketing contribution of $3,000 and outgoings in the vicinity of $13,000 per year. Main street retailers or City retailers often only pay rent plus some outgoings to the property owner.

The most equitable method of raising funds for a sustainable period involves the establishment of a separate rate or special rate levy on every business within a defined area. Council plays a valuable role in collecting the levy on behalf of retailers for the benefit of the precinct. The Council has the staff facilities to value businesses, invoice them and follow up slow payers. This is a very valuable service and is not easy to emulate using private resources. The establishment of a guaranteed source of income is critical for planning and delivery of results and outcomes. Rundle Mall retailers have paid a separate rate for over 30 years. Realistically if an exemplary standard of delivery is to be achieved private investment will be required to supplement the public investment directed toward the area or precinct. Standard cleaning needs to lift to deluxe cleaning and basic safety measures moved to premium level security. Customers will notice and appreciate the difference.

2.3 Key qualities of centre management

One of the most important attributes of centre management is longevity. The provision of a Mall manager, Marketing manager or Leasing manager is not debated each year because it is recognised as a key factor of successful management. Long term planning and sustainable funding is essential to deliver results in an orderly and effective manner. The Philadelphia Center City District under the guidance of Paul Levy established funding sources for 20 years allowing for long term goals to be set and achieved.

Management is about responsibility and accountability. Who is responsible for the precinct? Who controls the budget? Who provides the guidance and direction? Responsibility for staff, budgets and achieving results must rest with the manager. The funds available to the manager and lines of reporting will impact on the quality of the results achieved. The manager is accountable for measuring and reporting results against the plans and goals set.

Centre Managers are trained to manage and maintain every area within the centre from loading docks to edge tiles and escalators. To deliver this detailed attention the appropriate staff work with the manager utilising cleaning and maintenance contracts to achieve results and closely monitor progress throughout the year. First impressions are critical and customers can assess if an area is being maintained from the physical presentation.

Shopping centres offer their customers consistent trading hours. Almost every shop is open on Sunday 11-5 to ensure customers can purchase goods. In the main street a range of options are available and often many shops are not available when customers need them. Customers expect retailers to trade during the basic core trading hours as a minimum. Customer's expectations have been raised because shopping centres have managed the outcomes while main streets are still finding their feet when addressing many of these issues.

New standards are being achieved to ensure the shopping and social experience is delivered on each visit. Compare toilets for example – shopping centres deliver baby rooms, family rooms, senior rest rooms while often in the public realm an Exeloo stainless steel toilet is just placed in the street. Standards can only be improved with constant measurement. Cleaning, safety, marketing awareness, customer likes and dislikes, event quality, market share and presentation require careful and planned monitoring to ensure continuous improvement.

Retail is extremely competitive and customers will not hesitate to choose new shopping options available to them. Cities must work even harder as the suburban shopping facilities expand their convenient customer offer.

2.3 Cities respond to challenges
Cities face unprecedented challenges. The increase in violence and mental health issues on our streets can often create an environment that is uncertain and unstable for customers and visitors wanting to shop outdoors in the unique City atmosphere. Graffiti, broken bottles, urine, excreta, burnt rubbish bins, broken tree branches, intimidating groups, posters and stains can add to the edgy, quirky feel of a City, but if these elements make customers feel unsafe they will choose an easy alternative in an enclosed centre. Base level cleaning supplied by the local authorities may not be enough to lift to the standard required to meet customer needs and expectations.

Cities around the world are fighting back by developing organisations and management groups to measure, assess and improve the delivery of higher standards on a consistent basis. The Main Street Preservation organisation has been in operation for over 25 years, the International Downtown Organisation started in 1954 and organisations in Australia, South Africa, Japan, Canada and New Zealand are embracing Main Street and City management.

More than 800 Business Improvement Districts are operating around the world plus 500 town and city management groups have been established in the UK alone. BID coordinated services include marketing, advocacy, capital improvements, maintenance, regulation of public space, security, economic development, parking and social services. 78% of BIDs are very involved in marketing, events, festivals and promotions. (source 404 US BIDs surveyed 1999 IDA ULI).

The Philadelphia Center City District is an excellent Business Improvement District model. The Center City District was authorised in 1991 but it had to overcome objections from 316 (12%) property owners during the establishment period. In 1994 only 3 years later the BID was renewed with only 1% objection including some voluntary payments from residents and tax exempt properties. Selling the benefits of the BID rather than focus

on the assessment charges on properties has ensured many BIDs are renewed successfully.

The key benefit delivered is the effective on-site organisation of the urban design, marketing, economic development and management disciplines with a focus on the benefit (levy) area. These elements treated in isolation are not effective as they rely on each other to provide an overall package for the customer. Resources must be focussed 100% on the precinct and the manager must have responsibility and control of budgets and staff to achieve the best result.

2.4 Board of Management

Management Boards play a critical role as decision makers to maintain focussed direction and achieve results. The combination of an effective board and a professional manager can deliver outcomes that benefit all stakeholders. Some questions to be asked about the Board include:

o Is the Board setting the vision and long term direction of the precinct or focussing on the day to day operations?
o Is the Board representative of the precinct or stakeholder categories or skills based?
o Does the Board have true decision making powers or merely a feedback mechanism?
o What is the best model to suit the precinct?
o Who employs the manager and staff?
o Are financial and staff resources sufficient to achieve the goals set?
o Is the line of reporting clear?

The Constitution and Rules of the Board will determine:

o What are the requirements for a quorum?
o How are members appointed?
o What are the roles and responsibilities of members?
o Indemnification of members?
o The role of committees and sub-committees
o Categories of meetings – annual, special, etc

3. CONCLUSIONS

The principles of centralised management must be adapted to suit each precinct. Stakeholders must determine the priorities for their Main Street, City or precinct. The growth of suburban shopping centres worldwide has followed similar patterns in Australia and New Zealand. Shopping Centres in Australia are recording retail sales in the vicinity of 25% higher than their US counterparts pointing towards an even more serious impact on City centres unless action is taken. The proven management structures developed worldwide can provide a professional and effective response to winning back customers.

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Urban Land Institute, International Downtown Association

Session 6B(2)

BOX HILL – FROM SUBURBAN CENTRE TO TRANSIT CITY - CITY OF WHITEHORSE

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ABSTRACT

Box Hill is considered to be the CAD of the eastern Melbourne metropolitan region. It is arguably one of Melbourne's most successful activity and transit centres. It has not achieved this position by mistake. This paper will examine the range of circumstances that generated the economic growth, and social and physical change that transformed Box Hill from a suburban centre, to a district centre, to a transit city. Reference will be made to the following factors:
• A decentralisation of the workplace from the central city to the suburbs led by State and Federal Government agencies;
• A local council that was strongly influenced by Councillors with business and financial backgrounds, and appreciated the importance of economic development as the driver for local prosperity and social change;
• State Government's genuine attempt at an inter-modal transportation centre in a major activity centre; and
• Civic improvements paralleled private development making Box Hill an attractive location for investments.
• The cultural shift in Box Hill toward a stronger Asian influence;

This paper will go on to identify the more recent decisions, including those that still need to be made. The Melbourne 2030 vision of a Transit City is for it to be "the focus for services, employment, social interaction" and provide "an opportunity to integrate land use and transport with consequent economic, social and environmental benefits." Can Box Hill deliver this vision?

References:
Box Hill Draft Structure Plan (November 2006)

Biography:
Allison Egan is Senior Strategic Planner with the City of Whitehorse in Melbourne. Allison's experience as a strategic planner spans approximately 19 years in both the public and private sectors. Her roles at Whitehorse have included planning the City's open spaces and more recently, management of Structure Plans for Burwood Heights and Box Hill.

BOX HILL – FROM SUBURBAN CENTRE TO TRANSIT CITY

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PAPER

Box Hill is a Principal Activity Centre and Transit City in the eastern Melbourne metropolitan region and is one of Melbourne's most successful centres. This paper will examine the range of circumstances that generated the economic growth, and social and physical change that transformed Box Hill from a suburban centre, to a district centre, to a transit city, including the following:

   Decentralisation of the workplace from the central city to the suburbs led by State and Federal Government agencies;

   The composition and decision making of the local council;

   The State government's genuine attempt at an multi-modal transport centre;

   Civic improvements that paralleled private development making Box Hill an attractive location for investment; and

   The cultural shift in Box Hill toward a stronger Asian influence. This paper will go on to identify future challenges as Box Hill strives to deliver the *Melbourne 2030* vision of a Transit City?

KEYWORDS: partnerships, activity centres, urban improvement

1. INTRODUCTION

Partnerships can define successful projects, but the nature of the partnership and the influences that can make partnerships effective may vary from project to project. While certainly important, a sound strategic plan or policy basis and funding are not the only hallmarks of successful projects.

This paper draws on Box Hill as a 'whole of place' case study and explores partnerships through some defining projects that have transformed the function and character of the centre. Although far from perfect, Box Hill has much going for it and started with good building blocks as an early suburban centre – a public hospital, tertiary education facility, train line, and a retail and business hub. Many projects have combined as a whole since then to develop Box Hill into the Transit City that is today. The particular circumstances relevant to Box Hill that have influenced project partnerships are examined by reflecting on the evolution of Box Hill over recent decades. This paper also summaries some of the lessons that have been learnt and the partnership opportunities and challenges ahead.

2. BOX HILL TODAY
2.1 Facts and Features
Box Hill is approximately 15km east of Melbourne and is the largest centre in the City of Whitehorse. Key features of Box Hill include the following (refer Figure 1):

Highly accessible
   Box Hill contains the second busiest multi-modal transport interchange outside Flinders Street Station in the Melbourne Central Activity District (CAD). The interchange caters for approximately 238,000 train passenger and more than 23,500 bus passenger movements per week, and there are 20 bus routes to the centre. Tram route 109 was

extended to Box Hill in 2003.

Two major arterial roads, Whitehorse Road and Station Street, dissect Box Hill and carry around 38,000 and 21,000 vehicles per day respectively. Whitehorse Road is divided by a generous 'green' median that conveys a strong visual impact and identity for the centre.

Strong business core

Box Hill supports in excess of 8,000 businesses. There is over 68,000 sqm of retail floor space and 50% of this is located within the two major shopping centres owned by Centro (Centro Box Hill integrating the transport interchange and Centro Whitehorse redeveloped on the former Whitehorse Plaza site). There is no department store anchor.

The busy, vibrant fresh food market in Centro Box Hill attracts shoppers from the broader region and distinguishes Box Hill from other centres.

Box Hill has a strong reputation as a regional centre for Asian restaurants that specialise in cuisines from several different Asian countries.

Box Hill is a "dry area" which currently prohibits establishment of bars and hotels/pubs. Many of the restaurants now carry restricted liquor licenses to allow the serving and consumption of alcohol with food.

Large office area

Box Hill has the second largest office area outside Melbourne CAD/St. Kilda Rd with 117,251 sqm of floorspace.

There are two major office clusters, the largest being Prospect Street containing 54,303sqm of floorspace. In addition, major single developments include the Australian Tax
Office (21,235 sqm) and the Department of Human Services (7,237 sqm).

Growing health and education sectors

Box Hill is a regional centre for health and medical services, having both a public and a private hospital plus other medical and associated businesses nearby.

Box Hill Institute / TaFE has four (4) campuses across Box Hill catering for the tertiary education needs of 37,000+ students, with an increasing proportion from overseas.

Community

The Box Hill study area (used in the Box Hill Structure Plan, refer Figure 1) has an estimated resident population of 3,825. Based on aspirations for activity centres and transit cities under *Melbourne 2030*, the residential population could double by 2030.

Box Hill has a high cultural diversity with 22% of residents born in north-east Asia.

Parts of Box Hill are experiencing considerable pressure for development for apartments, student accommodation and other higher density residential facilities.

Many community organisations, religious and social welfare services are spread through the centre and attract a wide demographic of community service users from the region.

2.2 Planning Context

Box Hill has been on the radar of Melbourne metropolitan planning for decades. It matured from a suburban centre to a Regional District Centre in the '80s and is currently designated under *Melbourne 2030* as a Principal Activity Centre, one of 26 and the next highest classification to the Melbourne CAD. Narrowing the field further, Box Hill is also a Transit City, one of only nine (9) in the metropolitan area.

As such, strategic planning for Box Hill has been regularly reviewed and strategic directions updated to respond to emerging needs, and to guide future improvement and development of the centre. Council recently completed a Structure Plan for Box Hill as required for activity centres under *Melbourne 2030*. The structure planning process adopted a partnership approach, establishing three project reference groups each with varying membership and responsibility, as well as broader community consultation undertaken at key milestones.

Irrespective of these periodic strategic reviews, Box Hill continues to be a focus for significant investment, development and urban improvement. This interest in Box Hill remains strong and major projects were implemented while the Structure Plan was being prepared. The recommendations contained in the Structure Plan largely reinforce the current directions and build upon the earlier *Box Hill Urban Design Framework* prepared in 2002.

3. PARTNERSHIP PROJECTS THAT HAVE DEFINED BOX HILL

Examining the evolution of Box Hill, key projects shaped the centre and became the drivers of economic growth, physical restructure and social change. The partnerships formed with these projects were integral to their success. Some examples of partnership projects that have defined Box Hill are outlined below:

Co-location of public transport

In 1984, a major public / private partnership and investment project created the first suburban inter-modal outside the Melbourne CAD. The project involved development of a basement train station and car park, ground level retail / Box Hill Central (now Centro Box Hill) and a first level bus interchange, largely on rail authority land.

The project generated a fundamental physical restructure of the centre of Box Hill and initiated several consequential projects including traffic management changes in adjoining streets and pedestrianisation of the Main / Market Street mall (refer below).

The extension of tram route 109 completed the full complement of public transport options available in Box Hill. The tram extension project (a State government and Yarra Trams initiative) also sparked community partnerships and urban improvements including public art projects, a privately operated juice bar at the terminus and upgrade of Whitehorse Road median.

Market / Main Street pedestrian mall

The Market / Main Street pedestrian mall was created in 1984, alongside the transport interchange / Box Hill Central development. The mall fundamentally changed the appearance, function and use of the public space and provided a focus to the retail core. It remains a well-used pedestrian link to the transport interchange, shopping area and precincts beyond to the north-west and east.

Upgrade of the mall commenced in 2003, with the final stage being completed in 2007. The project has involved Council, traders and State government at a total cost of approximately $2.3million. Part of the upgrade has incorporated a café project initiative facilitated by Council to generate interest in outdoor café culture in the mall.

In the past, the mall has been a focus of concern for crime and drug-related activities. Considerable effort has been spent on fostering stronger relationships between Council, community agencies, sectors of the community (such as youth) and Victoria Police. Together with the urban improvements in the mall, perceptions of safety have improved and crime has reduced.

In partnership with the community, the mall becomes an event space for the Chinese New
Year celebrations (attracting over 60,000 people) as well as for other events, markets, etc.

Prospect Street office precinct

Redevelopment of Prospect Street (west of the retail core) as an office precinct predominantly occurred in the 1980's and was completed by the early 90's. Speculative office development had already commenced along the Whitehorse Road frontage leaving an isolated pocket of residential land in Prospect Street, next to the rail line.

Council responded to changes in the market by facilitating redevelopment in Prospect Street to create an office precinct immediately adjacent to Whitehorse Plaza. Council's facilitation included land assembly, rezoning of land and streetscape improvements.

State and Federal government offices led the take up of office space, establishing regional offices in Prospect Street and other parts of Box Hill. The private sector followed.

Education and medical precinct expansion

A $700m redevelopment is planned for the Box Hill Hospital (public). In 2004, the new Epworth Eastern Hospital (private) was constructed on an adjacent site. Nearby, there are many medical and associated businesses and further development is approved in this area.

The Box Hill Institute / TaFE has undergone major redevelopment in recent years and three of the TaFE's campuses co-exist with the health / medical facilities. With expanded facilities and growth in TaFE's overseas student intake, there is greater interest in development of student accommodation in the precinct.

Reinforcement of this area as a distinctive health and education precinct will continue to involve many parts of State government, Council and the community.

Cultural diversity and the Carrington Road restaurant strip

Migration during the 1980's led the establishment of many new businesses by migrants from Asia that added to Box Hill's economic growth. The restaurants that emerged in Carrington Road are a feature of Box Hill.

The success of the Asian restaurants triggered urban improvements by Council along Carrington Road supported by State *Pride of Place* funding. Carrington Road links with Centro Box Hill and the fresh food market, creating a vibrant and active space.

4. A REFLECTION ON PARTNERSHIP INFLUENCES

Each of the above projects involved partnerships, but there other factors influencing these outcomes that are perhaps less obvious. Reflecting on the history of development in Box Hill through the decades, offers a macro perspective on some of these factors.

4.1 The 1980s - A Ripe Climate

As a Regional District Centre in the 1980s Box Hill experienced significant progress. Aside from any deliberate planning, a series of favourable circumstances converged and strong partnerships were forged to achieve key outcomes. These circumstances included:

A buoyant economy

Risk taking by speculative commercial developers

Major public / private investment in the Box Hill Retail and Transport Interchange as a primary driver of change and initiating a string of related projects

The composition of Council, with the majority of members from a business and / or financial background and prepared to make entrepreneurial decisions such as the purchase of property in Prospect Street to facilitate establishment of the office precinct

Decentralisation of employment opportunities and the office market from the Melbourne CAD to suburban centres

A cultural shift, with the Asian community being a strong influence in the emerging pattern of business and investment in Box Hill.

4.2 The 1990s - A Disconnect at State and Local Levels

The 1990s marked the end of the District Centre era and there was limited State level strategic planning for the metropolitan area. Council amalgamations in 1995 created the City of Whitehorse by combining the former Cities of Box Hill and Nunawading and diverted effort to other points of focus. As a consequence, many partnerships broke away. Progress during this time slowed and was largely confined to local level achievement. Local strategic documents were prepared and Council's in-house urban design capability was established. Executive decisions and investment during this time were directed around urban improvements and at establishing the broader Whitehorse identity. Box Hill projects that benefited from these decisions included the Prospect Street office precinct completed by the early 1990's and the urban improvements along Carrington Road completed in 1998.

4.3 In 2000+ - Developing Networks

Under the State government's *Melbourne 2030* Box Hill becomes a Principal Activity Centre and Transit City. In the current decade there is greater emphasis on re-engaging partnerships, by developing networks and reconnecting with people and organizations. There is a recognition that Council "can't do it all"; other organizations need to be involved and there is a local consciousness post-amalgamations around cost-shifting from State to local government. Key activities include:

The *Box Hill Urban Design Framework* and *Transport Interchange Concept Plans* (2002)
are prepared by Council in partnership with the Department of Infrastructure (DOI)

Transit Cities Offices are established within the Department of Sustainability and Environment (DSE) and DOI

A Place / Activity Centre Manager is appointed by Council to network, facilitate implementation of the Structure Plan and to drive change

Efforts at community engagement are expanded across the organization

Non-development based partnerships establish E.g.: Box Hill retailers network; building relationships between community agencies, Council, police and youth; and increased focus on celebration of cultural diversity.

5. PARTNERSHIPS - SOME LESSONS AND THE FUTURE

5.1 Lessons

Valuable lessons arise from the partnership projects in Box Hill, in particular, that there is a range of factors other than funding and strategies that facilitate effective partnerships such as:

Keeping up the dialogue through information sharing, networks and consultation

Understanding each party's needs, facilitating towards goals and managing expectations

Involving the right parties and the appropriate level of representation

Coordination of input from partners, projects, priorities, timeframes, etc

Trying **non traditional approaches** – E.g.: Council's new place / activity centre manager role is geared around facilitation rather than the traditional Council approach of conservatism; a consultant architect is engaged by Council to assist with review of key

applications to encourage good urban design and architecture from developers

    Risk taking

    The **attitude of decision makers** such as Councillors, executive, local politicians, etc

    Keeping up **momentum on investment**

    Shared vision across Council and agencies to foster commitment to Box Hill and to promote the possibilities.

5.2 Future Challenges

Although Box Hill is well advanced, there is plenty yet to be achieved if it is to deliver the *Melbourne 2030* vision of a Principal Activity Centre and Transit City. Future partnership challenges include:

Continuous urban improvement

    Parts of Box Hill look "tired" and need to be upgraded to perform better and to serve the needs of the community into the future. Public projects include upgrade of the transport interchange, which is now functionally inefficient, unsafe, difficult to navigate and has poor amenity. The project requires significant funds from State Government. Future local urban improvements include the upgrade of Bruce Street, Arnold Street and Carrington Road, and revitalization of laneways.

    Guidance to major private developers for landmark sites, higher density residential (e.g. apartments and student accommodation), medical consulting suites and hotel proposals.

Image

    Raising the profile and community perceptions of Box Hill as a place to work, shop, do business and to live

    Improving Box Hill's competitive edge and highlighting the points of difference from other nearby activity centres.

Linking

    Bringing the various parts of Box Hill together as a functioning whole especially in terms of land use synergies and physical connectivity.

Attracting funding

    Box Hill competes with other Transit Cities for funding and Council recognises the needs of other centres. Box Hill did not receive any State government funding for 2006/07.

    Council consistently allocates funding for projects in Box Hill in its annual budget. Approximately $500K has been allocated to Box Hill for 2006/07.

5.3 Partnership Opportunities

Partnerships can make a difference in tackling these challenges. Further effort is needed on:

    Better coordination across a range of State government departments to create a 'tighter', more functional network with the many players involved

    Raising awareness and understanding of the place / activity centre manager role

    Greater cohesion with the retailing sector in terms of communication and coordination of different aspirations

    The 'mantra' to promote a shared vision for Box Hill, by inspiring parties to continually to 'talk up' the possibilities in Box Hill both across Departments and within organizations.

6. CONCLUSION

The Box Hill experience highlights the different ways that partnerships can be viewed and that successful partnership projects are not always just about shared funding and having strategies. Reflection on projects that have defined Box Hill has identified particular circumstances in time that influenced the nature of the partnerships involved. This has provided an insight into some specific tools around better communication, coordination, decision-making and shared vision that can be applied to create more effective partnerships.

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Design

FURTHER INFORMATION

Visit: www.whitehorse.vic.gov.au/boxhill
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Session 6A(3)

**BUSINESS IMPROVEMENT DISTRICTS:
INTERNATIONAL MODEL/NEW ZEALAND IMPLEMENTATION**

Karen Remetis
Director
Town Centre Development Group, Auckland, New Zealand

ABSTRACT

This paper will examine two Bids' in the USA with focus on identifying key common characteristics and contrast these with BID-like organisations in New Zealand. The paper will also identify emerging trends in USA Bids and compare these to New Zealand BID-like models. Selection of the two USA Bids sought for contrast between the two. The *LA Fashion District* brand and attraction is retail whereas *Old Pasadena* has a strong heritage brand which attracts and retains visitors who spend in the retail sector.

BID-type structures can be applied variations of population, social and economic elements. The successful USA model however has elements which the New Zealand model lacks and which constrains Bids and Mainstreet-type local economic development initiatives in New Zealand. We will examine what these differences are and how this has impacted on the New Zealand model.

Biography:
Karen has fifteen years experience in town centre and regional development. Karen gained government support establishing the National Mainstreet Trust (NZ) and Chaired that organisation for five years. Her expertise is in Strategic Planning, tourism development and clusters and is contributing author to Business Improvement Districts Second Edition.

BUSINESS IMPROVEMENT DISTRICTS: INTERNATIONAL MODEL /NEW ZEALAND IMPLEMENTATION

Karen Remetis
Director, Town Centre Development Group
Auckland, New Zealand

PAPER

1. INTRODUCTION
This paper will highlight three key areas of difference between the BID-USA model and the Mainstreet NZ model which is now named *BID* by some NZ Councils. Three key areas of difference are; the BID labour market; local authority and BID/business relationships and focus.

2. WHAT IS A BUSINESS IMPROVEMENT DISTRICT? (BID)

A BID is a geographically defined urban area which has a method of financial sustainability for town and city centre organisations. The method requires local legislation to implement. The purpose of the BID is to improve business.

ICTC Conference June 2007
Karen Remetis – Town Centre Development Group

3. LABOUR MARKET SNAPSHOT

New Zealand

A snapshot survey undertaken in May 2007 of sixteen Mainstreet/BID Managers in New Zealand resulted in a 75% response and showed that:

92% believe there is a career as a Mainstreet manager/BID manager

36% of those surveyed have a degree. None have sought other qualifications since being in the job

45% have undertaken short courses.

Full – time managers constituted 81% of the survey. Salary of $50,000 plus

Part-time managers reflected 19% of the survey. Salary of $20,000-$40,000

The New Zealand model shows that while 1/3 of Managers have a degree and believe there is a career as a Mainstreet or BID manager, none have sought higher qualifications. All fulltime Managers received a minimum salary of $50,000. The average annual income in NZ in 2006 was $31,720[1] reflecting that higher salaries can be gained as Mainstreet/BID managers without qualifications.

USA

The USA model shows that there is an established BID and Mainstreet labour market. This is due in part to the larger population and numbers of BID's. Job changes show an established career path. Job advertisements reflect expectations by employers, that a qualification is basic to the position. Salaries reflect experience and qualifications. There can be a career move to become an international and domestic consultant.

4. POSITIONS VACANT 1997 - USA

ED. Greeley Downtown Centre. Requires Bachelor's degree in public/business administration or related field and 5 years' related experience. Under the direction of 13 member Board, the Director is responsible for the pursuit of established community enhancement goals and efforts to ensure quality revitalisation and restoration programs in historic Downtown Greeley, Colorado. The position requires proficiency in marketing, economic development, administration; grant writing, public and community relations and financial management. [2]

Executive Director, Kirkwood Junction SBD. Kirkwood Junction Special Business District is seeking an ED. Responsible for managing district operations, continue implement quality programs, provide leadership, manage volunteers and work with a dynamic board. Individual must be energetic, visionary, multi-talented and a strong leader. At least three years' experience in the areas of public administration, marketing, economic development, public relations and fund raising. BS in business, marketing planning or relevant degree along with 3+ years in relevant field. [3]

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1 Stastics New Zealand Website: June 2006 Quarter
2,3 International Downtown Association: Downtown News Briefs Summer 1997

The Downtown Paterson Special Improvement District seeks a DM. Must be capable of project implementation in a high-profile position. Responsibilities include: developing working relationships with the downtown business community, city representatives and the Urban Enterprise Zone; implementing marketing, advertising and special events activities; managing security staff; providing support to the Board of Trustees and providing overall management. Candidates should possess a bachelor's degree and be computer literate. Salary of $35,000 plus benefits.1

Summary
BID Managers in the USA are expected to have high qualifications which are specific to the position whereas in New Zealand just over 1/3 of respondents to a survey2 have qualifications.

5. RELATIONSHIP BETWEEN MAINSTREET PROJECT OR BID, AND THE LOCAL AUTHORITY

A survey of local authorities was undertaken in New Zealand in 2000. The results showed that a majority of Councils recognised the need for economic and social development of town and city centres. The Councils did not reflect strengthening town centre /BID organizations through policy or through resource partnerships such as financial contribution. Council policies which reflect or support town centre economic development are weak, as illustrated below. Policies included the 'permitting' of a separate rate, rather than a 'partnership'; Focus on the physical environment including parking; and meager grants to the BID organisation. From a survey undertaken in 19943 many Councils' which gave grants to Mainstreet or BID projects, did not provide assistance with organizational development. At this time, of 20 projects surveyed 8 had neither targets nor an established reporting system. These 8 projects received $260,000 in funding. *"Very few if any of the projects have any system to measure project outcomes in terms of increases in economic activity, jobs created or positive social effects. Information provided by the programmes surveyed appears to be largely anecdotal"*4.

Survey of Councils March 2000
Q Does your council's policy recognise specifically the need for economic and social development of town and city centres?
A Yes 22 No 9

Q Does your council have a special or separate rate policy which is specifically for the purpose of supporting a Mainstreet or town centre development organisation?
A Yes 6 No 25

Q Does your council match the rate either financially or through other resourcing?
A Yes 0 No 12 Not Answered 19

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1 International Downtown Association: Downtown News Briefs Summer 1997
2 Town Centre Development Group (2007): Snapshot Survey Mainstreets
3,4 Spencer Golder (1994) Survey of Mainstreet: Community Employment Group Development

Q Who decided the amount of rate take?
A Council x 4.
CBD organization.
Council and CBD organization.

Council in consultation with wider community.
Council Staff – established on cost recovery basis.

Q Briefly outline those of your council's policies which support CBD economic development.
A By permitting a special development rate.
Council policies and strategies for an attractive environment, adequate parking and accessibility and main street promotions.
Mainstreet operations grant for 3 years.
Council's mission statement.
Council's ED committee which employs a district marketer.
An annual sum of $25,000 is made available to the 6 MS groups.
From the ED budget.
Council has a fully funded Bus Dev Unit which funds MS activities.
Support for 2 MS committees.
Not answered 24

Snapshot survey of Mainstreet Managers 2007 (New Zealand)
Q Are you involved with strategic planning with Council in terms of urban planning policies? That would be with the Council Strategic Planning Team?
A Yes 45% No 55%

Q Do you have a formal contract with your council regarding what council is going to deliver to your Mainstreet or BID project?
A Yes 9% No 91%
The recent (NZ) *Town Centre Development Group Snapshot Survey Mainstreets* showed that 45% of respondents state that they are developing urban planning policies with the council strategic planning team. This is a recent trend and we hope that this will reflect a new economic and strategic positioning of traditional town centres/BID's for those centres. This is also reflected in data from the Massachusetts Institute of Technology, *The Business Improvement District: An Internationally Diffused Approach to Revitalisation (P7)*.

USA
While BID's usually are led by private sector interests and function relatively independently from government, the legal basis for their existence and fund-raising capacity is derived from government. They are enabled by government delegating certain powers and clearly signify a willingness, currently more prevalent in North America than elsewhere, of governments to 'let go' and give the private sector greater responsibility for planning, financing and managing the district. 1

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1 O Houston Jnr Lawrence (2003) - Introduction – Paul Levy P4 IN *Business Improvement Districts 2nd Edition*

Old Pasadena Management District (OPMD) has a contract with the local authority. The contract is specific in detail and reflects what the *City of Pasadena* (Council) will provide to the OPMD including:
Police Services
Patrol two to three patrol cars, seven days a week, twenty-four hours per day,
in the Midtown area which includes Old Pasadena.

Foot Patrol foot patrols on Friday and Saturday nights utilizing force of six regular officers and four reserve officers.
Bike patrol bike patrols as currently offered by citywide unit.
Substation One substation located in Old Pasadena.
Motorcycle One traffic sergeant overseeing Friday and Saturday night policing within the OPMD. Two motorcycle officers available on Friday and Saturday night. All motorcycle services to be provided by citywide unit.

Maintenance Services
Lighting Lights changed on an as needed basis. Necessary upkeep and maintenance of lighting. Preventative maintenance every nine months.
Graffiti removal Two trucks, operated seven days a week on a citywide basis. Response to calls from hotline number and police officers. Service provided at no charge to building owner. Other elements of the contract include vacant lots maintenance; parking on street; street sweeping 3 times per week; the Council provides place at the Council yards to dump trash collected by the OPMD and the Council pays all dump fees; Landscaping including specific pruning; grooming, planting and removal of trees; working in partnership for business recruitment and retention.

Summary
Relationships, in New Zealand between Mainstreets/BID's and Councils ensure that the BID remains relatively weak. Councils' policies and mission statement support the concept of economic development for BIDs. The NZ BID model however does not reflect a partnership or collaborative approach.

The USA BID and local authority relationships illustrated by OPMD and city contract and as reflected in *The Business Improvement District: An Internationally Diffused Approach to Revitalisation1*, show a partnership and negotiated contractual approach where both parties contribute towards an end goal.

6. FOCUS
According to the MIT Survey1, New Zealand BIDs have little or no focus on economic development and little focus on maintenance. The main NZ BID focus is policy advocacy.
NOTE. Charts failed to copy across

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7. COMMON BID ACTIVITIES
A Comparison Of The USA And New Zealand Model
New Zealand
Policy advocacy with local Council
Marketing and Promotions
Events
Security
Social/Community
USA
Maintenance
Security
Marketing and Promotions
Events
Business Recruitment

Business Improvement
Social/Community
Property Development
Advocacy
Trends of NZ Model
Qualifications not considered of high importance for BID Managers
Forms on policy advocacy, events and promotions
Lack of partnership with local government is
Trends of BIDS in the USA
Labour market developed, qualifications specific to the position of BID Manager expected,
salaries to $US180,000+.
Higher level of partnership with local authority – contract agreements for both parties.
Greater business venture activity to bring in additional income eg managing parking garages
and green initiatives.

8. CONCLUSION

This paper has provided a snapshot of three areas of difference between the NZ and USA BID models. The labour market in NZ reflects a lower level of specific qualifications for the job of BID Manager and also high availability of high paid work for no qualifications. Focus of the US BID has gone beyond economic development to include environmental maintenance and green initiatives. NZ BIDs while established for the purpose of creating economic revitalization for paying members, is not currently addressing this topic.

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Session 7A

ANALYSE AND IMPROVE THE RETAIL MIX

David West
Principal Consultant, Premier Retail Marketing,
Adelaide, South Australia

ABSTRACT

The main street product is the unique mix of retailers, small businesses and civic facilities that we offer to our customers. But we have too many discount shops, sex shops and of course vacancies. Our property owners seem to accept anyone and leasing agents are placing small retailers in any location available. We can influence the outcomes that we want through retail planning and understanding the role of our Main Street or retail precinct.

The **first step** toward improving the tenancy mix involves customer research. Information gained from research will give us a valuable insight into customer behaviours, market needs and wants. In addition reviewing census statistics will complement our information base. The **next step** is a full audit of all small businesses, retailers and community uses within our street or precinct. The list is categorised into retail categories such as fashion, food, homewares etc and the market position, building quality, window displays and presentation is noted.

The mix of upmarket, mid-market and lower market retailers will greatly influence how we promote the precinct to our customers. Following our analysis, the business mix of competition centres nearby must be clearly understood to determine their position in the market and identify any gaps or opportunities available to us. Engaging the property owners, property managers and leasing executives is a key element to improving the business mix. The development of leasing tools like brochures, websites, DVDs etc are also key elements to promote the plan. The information can be packaged and discussed with property developers to maximise the usages of ground floor sites to maximise retail and office opportunities. The use of key corner sites will be very important in the development of the precinct.

Biography:
David West is a retail consultant with a passion for street management. David learnt the disciplines of shopping centre management with Westfield Shopping Centres over a 10 year period and applied them to Rundle Mall a CBD pedestrian Mall in Adelaide with 650 shops. David has been engaged as a retail consultant for Christchurch City NZ, Parramatta City, Penrith, Kings Cross NSW, Northbridge WA and Mount Barker, Unley and Rundle Street in Adelaide.

ANALYSE AND IMPROVE THE RETAIL MIX.

David West
Principal Consultant, Premier Retail Marketing,
Adelaide, South Australia

PAPER

1. INTRODUCTION

The main street product is the unique mix of retailers, small businesses and civic activities that cluster together along our main roads and pedestrian walkways.
How did the tenancy mix of our main street become such a mess? We seem to have too many $2 shops, op shops and sex shops in prime retail locations, not to mention the vacancies everywhere. Our property owners seem to be accepting anyone, and leasing agents are placing small retailers in locations that may be unsuitable in the long term.

The factors that have influenced the mix of shops and services include absentee landlords, leasing agents seeking to lease just one shop in the area, property owners with low expectations and the absence of a retail plan to improve the mix by stakeholders. The results can be less than perfect. Sex shops can cluster on our prime street, commercial offices will take key corner locations, banks like larger sites with floor to ceiling glass, and pedestrians lose interest when walking due to large sections of blank windows or walls.

We cannot control this. We just have to accept what we have. We can't venture into this domain. It is all too hard! Let the free market work it out – **WRONG!!**

2. ANALYSIS & PLANNING
As key stakeholders, developing the tenancy mix is one of the most important improvements a precinct can make. To meet the needs of customers now and into the future, new shops need to be introduced, some downsized, some expanded and some upgraded to stay attractive to customers.

The outcomes can be influenced through involving stakeholders in retail planning and maintaining constant communication. In this case stakeholders include property owners, property managers, leasing executives, Council, business associations and Chambers of Commerce. We should establish some expectations for the desired mix for the retail precinct or Main Street to be successful in the future. Market forces will still prevail but the chances of success are increased.

Shopping centre managers are highly skilled at managing the tenancy mix within a centre using sophisticated research tools. Unless the streets and precincts develop their own tenancy mix to meet the needs of the customer, shopping centres will continue to capture more and more of the retail expenditure available.

2.1 Research the catchment
The first step toward improving the tenancy mix involves customer research to increase our understanding of the surrounding customer catchment. Research information is gathered by asking residents their preferences for shopping and their visitation habits to give us valuable insight into their behaviours, needs and wants. A

complete review of the relevant local ABS or NZ statistics will provide information to measure sales lost to other competitors; identify retail trends and project future demand.

When analysing the catchment area and surrounding market for future opportunities, a range of trends should be considered including changing family patterns, ageing population, income levels and style of housing. Communicating this research information to stakeholders is another critical step. The information can be invaluable to property owners and leasing agents when looking for longer term tenants and can interest chain stores preparing for future expansion. The retailer may not come to your precinct for several years but the seed needs to be planted now.

Improvements in the tenancy mix will not happen overnight due to a range of factors, predominantly the length of current lease agreements between the landlords and retailers. Generally a lease for a small retail business is in the vicinity of 5 years with possibly a further 5 years if agreed. Therefore the opportunity to relocate a small business may beat at least 7-8 years away when the lease eventually expires.

2.2 Precinct / Main Street Business Audit

The next step is to complete a full audit of all small businesses, retailers and community facilities within our street or precinct. The list is categorised into retail categories such as fashion, food, homewares etc and the market position is noted including details of building quality, window displays and internal presentation. Each store will present an image and character to customers. If the store has not been upgraded or refurbished for a long period, new competitors may take the opportunity to provide a more attractive offer to customers, placing even further pressure on stores not performing well. These market forces may eventually force the small independent operators out all together. Chain stores can provide a consistent look and quality shop presentation consistently, but the appeal of a unique independent store is a key strength of Main Street.

When assessing the market position of stores we are looking to broadly classify them into up-market, mid-market and lower market. The reason is clearer when all stores have been audited and the majority of stores are in a low or higher category. Carla Zampatti is an example of an upmarket fashion store, while Noni B is middle market and Bobby's Direct is the lower end. A group of lower end fashion stores may become a major strength when attracting more customers at sale time.

The mix of upmarket, mid-market and lower market retailers will greatly influence how we market the precinct to our customers. When we communicate the market position of our precinct it must be a true and accurate reflection of the stores available and presentation standards. If the marketing message over-promises or under-delivers our customer will quickly discover the truth and future marketing and promotion may be viewed with some scepticism.

Our marketing message should be consistent throughout all forms of media, signage and events. The full and detailed audit should include all civic features, parks, gardens, toilets and facilities as they provide a valuable link to the business activity centres and add to the overall customer experience. In smaller communities toilets and facilities can be a good customer attractor. When judging the toilets you must think like a customer,

expecting a high standard. Customers want clean and safe toilets, and shopping complexes deliver a consistently high standard with additional features including baby rooms, rest areas, feeding areas and more.

Consider the mix of stores and their locations. Are some categories clustered together? For example a cluster of bridal shops, wedding accessories and formal men's hire can meet a very specific market niche. Marketing messages can communicate with customers about the 'High Street Bridal Precinct' with easy parking in the Wall Street Parking Station nearby.
Good examples of retail clusters include fashion stores in Newmarket Auckland, Collins Street Melbourne, quirky gifts in Acland Street-St Kilda and restaurants in Leichhardt-Sydney. However a smaller cluster of 4 takeaway food outlets and a video shop also can be effective in attracting customers as a convenience centre.

2.3 Competitive centres
After completing the business mix analysis of our centre, the business mix of our competitor centres must be clearly understood, to determine their position in the market and identify any gaps or opportunities available. To capture all competitors it may be necessary to conduct some customer research. Some surprise competitors may be revealed by our customers due to convenience or access factors or a unique offer. Often a small cluster of cafes, restaurants or quirky gift stores can draw customers from a larger catchment area.

What are our competitor's strengths and weaknesses? Can we take advantage of their weaknesses? Are our strengths important to our customers? How the customer views our centre and our competitors will determine our market position. Customer research is essential when developing our market position.

2.4 The next step
Engaging the property owners, property managers and leasing executives is a key element to improving the business mix. Clearly set the goals to be achieved and the tasks to be completed. Involvement from these stakeholders is essential. What gaps and opportunities were identified from the business mix audit? Where are the weaknesses in our competitor's mix that we may be able to develop? What is the character of our centre and what retailers suit that character?

Consider vacancies as a great opportunity to attract a new business that we want. Some zoning changes may be required for certain uses, and suitable floor plans may need to be adapted from larger floor spaces. Concentrate on the core retail area first when developing the mix as it will be noticed by customers quickly and the improvements will flow into side-streets. Other changes may take time as you wait for leases to expire or the best opportunity to arise.

2.5 Strategies for success
Appoint a manager or an agent to be responsible for the carriage of the retail planning project, to maintain progress forward. Even an experienced part-time agent can achieve significant results if the goals are clear and progress is measured.
Involve Property Owners and Centre Managers in the plan with regular meetings and communication.

Involve Leasing agents in the plan by providing useful traffic counts, pedestrian counts and retail opportunities.

Generate positive marketing and publicity communication about improvements and opportunities.

Demonstrate leadership through public investment and facilitation of private investment through the development of vacant sites or infrastructure improvements.

Develop and maintain a vacancy opportunity list with square metre details, property owner and desired use information easily accessible to leasing agents and enquiring businesses.

Use professional leasing tools including the Leasing Opportunities brochure, website, promotional CD and advertising.

Utilise Leasing Agent's skill to target, seek out and approach the desired businesses.

3. CONCLUSIONS

The future development of main streets and retail precincts can be left to market forces or we can take a proactive role and encourage the development of the mix to meet the needs of customers now and into the future. A retail plan owned by the stakeholders will map the future direction of the precinct to build a very marketable product.

ACKNOWLEDGEMENTS

IS BUSINESS PASSING YOU BY? – "MISSED BUSINESS" A SUSTAINABLE GUIDE FOR SMALL BUSINESS

Glenn Redmayne
Community Worker, Disability Services
Marrickville Council, Sydney, NSW, Australia

ABSTRACT

The Missed Business guide is the result of an innovative partnership between Marrickville Council, the Human Rights Commission, local residents and business community. It was developed to assist small businesses to improve their accessibility, and increase their awareness of access issues. It also places people with broader access needs as a significant untapped economic target wanting to do business and wanting to include their social and family network.

The guide responds to the challenge that small business isn't fully aware of the extent of customers it is missing out on through poor access. Commonly the focus is on costs and the difficulty involved without realising many improvements will either be at a modest cost or won't cost anything at all. Similarly small business operators often dismiss accessibility on the basis that there are only a few people with a disability in the community. While this is incorrect; the crucial business misunderstanding here is that inaccessible businesses risk not only missing out on the business of those with a disability but also those from a larger social and family network that accompany them.

Accessibility is synonymous with sustainability as it directly benefits everyone who will be a customer at some point. Together the benefits to local people and local businesses of better access make up an important part of what gives a community economic and social sustainability - a sense that we all belong, that we can all take part and can all benefit from all that the community offers.

Biography:
Glenn has worked in Local Government for over 11 years. Previously involved with Sydney University on social research and developing training resources and also as an Access Consultant. Glenn has been active in the disability sector, notably withadvocacy organisations since the 80's and has been on numerous boards as well as Government advisory committees.

"SHIFTING MARKETS" - EXTERNAL INFLUENCES ON CENTRES

Greg Davis
Director
Taktics4, Western Australia, Australia

ABSTRACT

Retail performance starts with meeting the specific needs of a particular consumer market. Without a sustainable market, it seems futile talking about management, service, shop fronts, location, parking. Without a relevant consumer market the centre will not be able to survive.

We often focus on the symptoms of an underperforming centre - the amount of vacancies in your centre, the number of business turnovers in the past year, the poor amenity issues, apathetic retailers, absentee landlords. These symptoms are just the result of a larger picture being played out in your centres catchment. Shifting demographics and retail trends, competitive environments, policy and infrastructure decisions are constantly conspiring to alter the size, needs and hence value of your market.

We can monitor our markets, and perhaps influence policy and infrastructure decisions, but we have the ability to **facilitate change** in our centre to enable it to reflect subtle changes to our surrounding communities and therefore remain competitive. Unfortunately, this opportunity is either not considered or placed in the too hard basket – while our centre and tenants continue to struggle against the market shifts. We may have a plan for our centre or a vision to take us into the future. But how can we possibly know how to get from A to B if we don't know where we are starting from or the reasons we are there in the first place.

This paper will outline the key drivers that are changing the way consumers are behaving and the retail trends that occurring. It covers a range of alternative responses that include, attracting new tenants and remixing existing tenants.
It also considers the prospect that our centres may currently be too big for its market and may need to be either reconfigured or get smaller in order to re-establish its prominence in the market place.

Learning Outcomes
The paper focuses on the key themes under centre planning and development but importantly also covers key themes in the other sectors highlighted in the initial conference flyer.

Management & Implementation of Mainstreets
    Business Planning
    Performance Measurement

Social & Community Development
    Consultation Engagement and Participation

Business Sector Support/Development
    The Evening and Entertainment Economy

Retail Trends
Leisure, Recreation and Tourism Trends
Getting the Retail Mix Right
Attracting Additional Activities
Centre Planning, Development & Design
Urban Design improving business activity
Structure planning improving vitality
Integrating planning and business strategies
Dealing with 'out of town' centres
Effective implementation processes
Strategic site assembly and development
Investment and development attraction
Understanding commercial property market

Marketing
Positioning the Centre
Market Identification

Feedback from previous similar presentations suggests that participants leave with a greater understanding of what makes their centre tick. It may shift the focus away from the streetscape, events and management issues that are bound to dominate the conference just long enough for participants to dig under the surface and gather sufficient data to make informed decisions about the future direction of the centre.

The three things
1. Look at their centre from a whole new perspective
2. Challenge their personal (and professional) opinion on the nature of the centre and their target audience
3. The value of having a robust logic to back their approach to centre initiatives

Biography:
Greg Davis is a founding Director of Taktics4, a consultant group providing market, consumer, property and business advice to owners, developers and governments responsible for delivering facilities, infrastructure and services to the community.
Born and bred in Melbourne, Greg has an extensive range of business strategy, planning policy and urban design experience refined over 15 years of consulting throughout Australia and New Zealand. His expertise is built on a foundation of 10 years with State and Local Government planning agencies.

SESSION 8A

How To Succeed In Creating A Viable Mainstreet.

Peter Jackson – Calway
Dip, B.M., C.E.D. JP.
CEO, St Marys Town Centre Management Inc.

ABSTRACT

Encouraging mixed use development and creating a night time economy. Effective ways of retaining existing businesses and attracting new enterprises by using shop locally campaigns and corporate advertising programs for Mainstreets. A complete power point presentation on the methods used to revitalise a Sydney suburb from Doom and Gloom to one of retail and property Boom. A successful formula used in many shopping centre Mainstreets throughout NSW and indeed overseas.

Biography:
Peter Jackson-Calway has been a practising economic developer working in mainstreets and precincts for the last 25 years. His methods somewhat unusual but very effective combining promotions and shop locally campaigns with mixed use planning. The success story of St Marys using these techniues.

Planning Retail Developments And Current Urban Design Practice

John Long
B.Arch M.Phil ANZIA
Director, RCG Ltd,

ABSTRACT

Auckland, New Zealand
"Because you're mine, I walk the line" JOHNNY CASH
The retail planning of mixed-use town centres and private sector shopping facilities
inhabits a parallel universe to current urban design practice with its focus on legibility,
active edges, permeability, identity and "ownership" of the public realm (amongst
other things). Should Retail Architects and Planners "walk the line" and integrate these
universes or is the sense of conflict just as valuable as the sense of place in the users
experience of the final environment?

This paper will draw on the author's 20 years of experience in retail planning ranging
from Hong Kong in the 1980's to current work in creating viable town centres in New
Zealand's South Island.

Biography:
John Long is a registered architect and has a master's degree in business studies. He has
26 years experience in architecture, consulting and retail planning, both in New Zealand
and in the Far East. He held a lectureship at the University of Auckland and before
starting RCG with Paul Keane, held senior positions in large commercial architecture and
development organisations. As a director, John is responsible for development services
within RCG. This includes economic research, retail planning and architecture and
property consulting.

Planning Retail Developments And Current Urban Design Practice

"Walking The Line – The Use Of Form And The Form Of Use"

John Long
B.Arch M.Phil ANZIA
Director
RCG Ltd, Auckland, New Zealand

PAPER

"Because you're mine, I walk the line" JOHNNY CASH

*The retail planning of mixed-use town centres and private sector shopping facilities
inhabits a parallel universe to current urban design practice with its focus on legibility,
active edges, permeability, identity and "ownership" of the public realm (amongst other*

things). Should Retail Architects and Planners "walk the line" and integrate these universes or is the sense of conflict just as valuable as the sense of place in the users experience of the final environment? This paper will draw on the author's 20 years of experience in retail planning ranging from Hong Kong in the 1980's to current work in creating viable town centres in New Zealand's South Island.

1.0 Introduction

Shopping is a primary communal function of cities. More people will have visited a city's retail high streets and shopping centres than have visited a city's Art Galleries:
> • St Lukes Shopping Centre (Auckland, NZ) – there are approximately 9,850,000 customer visits per annum (Property Council Shopping Centre Directory)
> • Auckland Art Gallery (Auckland, NZ) – there are approximately 200,000 customer visits per annum (Auckland City Report 05/06 & Auckland Art Gallery)

Retailers and shoppers need facilities and environments that allow shopping and entertainment uses to function well and to trade profitably. These environments need a level of environmental amenity, which, at least, prolongs the consumers dwell time to promote sales volumes. More preferably, there should be a memorable experience and a valued sense of that place so that people want to return there in preference to other places. These retail objectives are not incompatible with urban design outcomes.

2.0 Retail Planning and Urban Design

Retail planning and urban design seem to me to have a lot in common, despite the seemingly tense relationship between the two practices. This may be because of the conflict between ideals of public space and the objectives of private property owners and the inherent ambiguity of this in many retail facilities, particularly malls and town centres. Nonetheless, to me, some tension seems inevitable and perhaps valuable. This tension seems to contribute to the process of place making and should become part of the final sense of place that is experienced by the users.

> Paraphrasing the Roman architectural theorist, Vitruvius, retail planning practice is definitely driven by "Utilitatis" (function) or as I prefer – Use! Urban design, although more inclusive, in theory, seems in practice to favour "Venustatis," or forms/aesthetics.
> In their application in the process of place making, these practices intersect and in the overlap between form and use, lies the meaning. I understand that was a belief of the architect and philosopher, Wittgenstein. Colin St John Wilson in his book "Reflections on Architecture" developed this idea and suggested that architects (and urban designers) have an ethical responsibility to include and respect the use in their work. But that is "theory" and I want to talk about practice. Here are some practical illustrations of the meaningful tension that contributes to the sense of place when forms and functioning overlap.

3.0 The "New Wave" of Urban Design

When I first heard the "new" wave (or Tsunami) of urban design coming, it was in the form of the 7 "C's": context, character, choice, connections, creativity, custodianship and

collaboration. Then I came to understand it in a language of "permeable networks," "active edges," "blocks," "mixed activities," "legibility" and so on. All this made sense to me and seemed to represent a similar approach to the design of the city as we had applied to the design of retail environments and shopping centres, albeit with a much wider vision, and a different language.

In practice, I found conflicts sometimes arose and the common ground disappeared. The following two cases illustrate some of my experience of conflict between forms and use in retail and urban design practice.

3.1 Case Study 1 – Environment Court Case

In evidence in an Environment Court case, a well-known urban designer stated that it is "good practice to create a perimeter of buildings around a site presenting public fronts and private rears.

It is also good to put parking within these perimeter blocks". In theory, this had merit, but in the context of that project, it would have resulted in at least an un-leasable, and therefore unused environment, certainly for the next decade anyway.

3.2 Case Study 2 – District Plans Business Zone Rules

Similarly, a rule in a District Plans Business Zone, which I assume was to manage the street/shops interface for the town centre, was unusually detailed for a green fields site. In particular the setback and bay window requirement was very difficult to work with when planning the retail mix and I wondered what had driven this level of detail since no retail use survey or floor space demand model had existed when the rules were being written.

These isolated, but challenging cases, illustrated to me the problems of function being left to follow form in urban design led projects. Equally the opposite case of commercial functionality triumphing over all "formal" considerations often results in an environmental desert. Also, some examples of seemingly bad urban form may later become better urban design over time, but I will explain more soon.

4.0 "Historical" Market Places

Historically, there has been a push-pull process (between forms and their use) working in most continuously inhabited cities. The bazaars of Istanbul and certainly Damascus have been market places for thousands of years with some of their present forms being in place for 400 years. Thus these forms have supported and constrained the functions within accordingly. Equally, where there are no urban forms, or forms which are inappropriate or redundant, but where there are people flows, retailers will try to use the space.

5.0 Retail Planning Process

RCG's Retail Planning Process starts with the 'catchment' research, which is done to identify the market size and mix, the customers and the amount of retail activity sustainable at the location. "Anchor" activities or clusters of key activities are identified. Customer access and flows are modelled with differing arrangements of the overall mix, with the 'anchors' being used to drive or activate the development. This is an important part of the process. Issues such as servicing, branding, visibility, parking, tenancy sizes, pitch, theme, access, sight lines, etc are also considered in creating a "retail" plan.

This is developed architecturally to create a supportive level of environmental amenity. It is also evaluated by market feedback and key tenant input and by financial feasibility studies. Only when all these inputs are in balance, and are we satisfied that we have a viable concept, do we proceed. Note that this process privileges and centres on functionality and use, and that it is evaluated quantitatively and transparently. It also needs to connect with and integrate into its overall urban context, and that is where the tension can most easily arise

6.0 The 70's – Hong Kong's "New Towns"

In the late 70's I worked as an architect in Hong Kong designing new towns and their commercial centres. The city's urban environment was vibrant and exciting compared to the 70's Auckland. It was also chaotic and overwhelming. Not much has changed! The commercial centres were activated by massive concentrations of people flowing along clearly defined paths to anchor activities, focused by transportation interchanges. Any shop exposed to his flow prospered.
Also, (paradoxically) the muddle, confusion and the visual overkill, gave the city a unique sense of place. The people used (or tested) their city to destruction and it survives and it prospers. That memory reminds me that concentrated people flows and "commercial opportunities" are critical to sustainable retail and urban environments.

7.0 The 80's – Malls and Anchors in Auckland, NZ

By the mid 80s, I was involved in Auckland's property boom as an architect. New Zealand's 1970's isolation was over and the energy of Hong Kong seemed to have reached town. Auckland was a huge construction site. Major retailers from Australia, notably K-Mart, were establishing in New Zealand and malls were growing. These retailers illustrated the power of the anchor tenant. Without them, facilities were "still-born," with them in place even visually handicapped, alien spaces became busy and potentially vibrant.

Retail Mix Options & Retail Master Planning

**Development
Consulting,
Management & Centre Marketing & Leasing**

**Architectural
Documentation
Contract Administration,
Tenancy Coordination**

**Centre Architecture
& Environmental Design**

Retail Analysis, Planning & Feasibility Studies

Economic Research & Retail Analysis

The mid-city or 'Atrium' retail centre in Elliot Street, Auckland is an example of how 80's redevelopment removed a traditional high street urban space and a vibrant retail environment, and through poor understanding of retail planning and urban design, created an unsustainable commercial facility. The street edge is weak and lacks activity. Rentals here are not optimised and the urban form speaks for itself.

Sadly the development was envisioned with a department store anchor on the adjacent site (which is still a car parking lot). If that had happened, we might have a more vibrant facility, notwithstanding some poor urban design outcomes. This example illustrates that had the active street edge been supported with appropriate forms, then a more sustainable development would have resulted.

8.0 The 90's – The Emergence of "Big Box" Retailing

By the 90s, the craziness had gone and New Zealanders were not only "cash poor" but also had become quite "time poor" as we all worked harder to get by. Consumer demographics adjusted to the unintended consequences of the governments 1980's economic reforms. Now we had customers who had the aspirations of their 'over the ditch English speaking cousins', but we had the income levels and working conditions of some third world neighbours, or even worse. This added special impetus to the emerging trend to "big box" retailing in New Zealand. The main reason for this trend was to reduce the distribution costs of the retailer, while improving value and convenience for the customer (who was time and cash poor!) These forms were however very problematic for urban designers, and for our existing urban structures.

The greenfields development at Westgate, Massey North, illustrates this tension. Where were the active edges, permeability, appropriate carparking and pedestrian hierarchies, connections, the block structure? All appeared absent in the initial design. However, a compromise had been worked into the planning. The master plan had setbacks to streets and an internal layout that allowed for later intensification to a better urban form once patronage and turnover had grown. Subsequently, in filling has begun to define active edges to key streets and more is anticipated.

The points I have learnt from these projects are:
> a) Sustainable, memorable, vibrant urban retail environments can appear "undesigned"
> b) People flows and "anchors" are needed to create retail active edges, not buildings.
> c) Customer needs and aspirations create retail trends, and these can generate quite surprising urban forms.
> d) We need flexible urban design strategies to deal with new urban forms.
> e) Urban design strategies must consider the time dimension and allow for evolution, rebuilding and changes in use.

9.0 The New Millennium – Mixed-Use Challenge

Regional malls and Large Format Retail (LFR) centres are well established in New Zealand's urban environments, and the tensions between their public realms and private agendas are part of life.

The new wave of retail developments is in mixed-use and lifestyle centres and these cannot be considered on their own as elements separate from their urban context. Pegasus

Town in North Canterbury is a green fields development, on relatively unproductive rural land. It will ultimately be home to 5,000 people who will "live where they play."

The district plans rules anticipate and almost require, a relatively large commercial centre to be established here. This was taken on board by the developers and is a major development objective. From a retail planning perspective, this is challenging. This is a new form of urban and commercial facility for New Zealand, requiring new modelling and research technologies. The low intensity of population, high land values, limited consumer spending and relatively small number of available retail tenants is a more challenging development scenario for New Zealand than in overseas examples.

What activities could be established in Pegasus and when? Where should they go? We don't have good public transit links! Mixed-use environments have inherent conflicts between the key components: office, residential and retail! Which component was the most important?

A precinct concept was adopted with traditional anchors as well as merchandise clusters and distinctive design. Also new concepts such as "The Mill" and "The ROC" are planned.

At the beginning of our involvement, we set out to discover the right mix of uses through research and modelling, yet some of the final forms of the town centre was already set by the district plans rules. I refer to the 'Bay window' rule I mentioned earlier. The retail planning of mixed-use facilities is difficult enough without being limited by detailed formulas, which describe the street edge architecture!

When dealing with town centre projects, mixed-use developments or even when designing the interface between a shopping centre and its urban context, urban design and retail planning must overlap. This will be a relationship full of tension, but I believe the tension will add to the meaning and the sense of place that results, because the use will have been fully considered.

10.0 Wrapping up

The Britomart transportation terminal in downtown Auckland, and old CPO is a good example of urban design, but a poor retail environment. Retail was a key component in the initial concept, but the conservation and heritage issues left very little room for retail planning to manoeuvre. Foot traffic is still low and despite a lot of marketing and management, the retail business is barely sustainable.

The "Chancery" off High street in Auckland has a memorable and much admired "public" urban space, active edges, good scale and a mix of uses. Created "from scratch" it is now a good retail facility. Why do I say now? Because the original tenant mix was not sustainable. Some tenants failed, vacated and the spaces were re-let for lower rentals. With a more significant, critical mass of bars and cafes, acting as anchors together with the boutiques, it now appears to be working as a retail precinct. The project form appears to sustain the uses, but I don't think all the original investors and retailers would agree. Good urban spaces are always in a dynamic state. That's what makes them vibrant and sustainable. They interact with the users and evolve. Good uses modify bad forms, problematic forms attract the right uses eventually (the chancery). Spaces are squatted in, colonised, inhabited, converted, celebrated, crashed about in, wrecked, re-occupied and regenerated. Signs appear, shop fronts change, demolition of familiar old buildings occur, new brash architecture appears…shops close (remember the post office!), "health studios" open, then local cafes then Starbucks…

This process can be facilitated or frustrated but it cannot be controlled. For retail facilities, urban design and retail planning must walk the line together to bring about meaningful ownership of the space.

How The Library Underpins A Town Centre

Yvonne Rust
Grad Dip Urban Policy & Planning
Manager City Development
Waitakere City Council, Waitakere, Auckland, New Zealand

ABSTRACT

This paper considers that benefits to be drawn from having a range of community facilities within a town centre. Increasing the ability for a town centre to be a destination for several purposes is a major aim of the Waitakere town centre strategy. The City Council has taken major steps to ensure that community infrastructure (community centres, libraries, other public facilities) are located in several of its town centres. In particular the Council has built four libraries in the last five years, including a New Zealand first joint venture with Unitec for a public/institutional library facility in Henderson. With over a million books borrowed each year, these libraries act as a destination within the town centre and have the added benefit of increasing people's stay within the centre.

Biography:
Yvonne has worked with local governments both in New Zealand and in Australia over the last 16 years. Over this time she has developed a strong philosophy advocating for community involvement in planning for future development at a regional neighbourhood and local scale. Yvonne has participated in over a dozen Charrettes and Enquiry by Design Workshops, working with community groups, developers and government agencies. Yvonne currently manages several key projects for town centres in Waitakere. All of these projects have a significant community consultation component as part of delivering long term a strategic outcome.

SESSION 9

Building Communities Through Placemaking

Ethan Kent
Vice President,
Project for Public Spaces
NEW YORK USA

ABSTRACT

Known around the world for their work on the design and management of public spaces, Project for Public Spaces was founded as a non-profit in 1975 to build upon the pioneering work of writer-sociologist William H. Whyte. Since then PPS developed a unique process for transforming public spaces, which they call "Placemaking." Not only has PPS worked in over 1,500 communities and 26 countries to improve parks, markets, streets, transit stations, libraries and countless other places, they have also deeply influenced the way cities and towns approach public space.

Ethan Kent will discuss case studies and principles of successful public spaces and Placemaking, and present how PPS's techniques and approach to involving the community in planning projects can bring immense positive change to neighborhoods, public spaces and waterfronts, creating the kind of vital public life and community energy that has always been the most compelling reason people choose to live in towns and cities.

Biography:
Ethan Kent is an authority in the practice of Placemaking, with experience on over 150 PPS projects. His experiences evaluating and photographing public spaces in hundreds of cities in over 50 countries forms the foundation of his work. During 9 years at PPS, Ethan has led a broad spectrum of Placemaking efforts, providing technical assistance to revamp and re-envision places in diverse settings from Portland Oregon's Pioneer Courthouse Square to downtown Santiago, Chile, to many of New York City's most underperforming public spaces. He has also helped to shape many new development plans including proposals for multi-billion dollar projects in Hong Kong, Dubai and Los Angeles.

Ethan has created and conducted Placemaking training courses for professionals of various disciplines from city planning staff in Vancouver, BC, to community development corporations in Detroit; from public housing developers in Sweden to traffic engineers in New Jersey. In order to apply Placemaking citywide, Ethan defined and launched PPS's Great Cities Initiative to build local capacity to implement targeted projects that engage high level influence and broad community partnerships.

Ethan leads PPS efforts in NYC, co-founding and managing PPS's role in the NYC Streets Renaissance Campaign, an effort to challenge auto-centric transportation policy and inspire a new public vision of streets as dynamic destinations. Ethan studied sociology, environmental studies and economics in graduate and undergraduate school. He attributes much of his education, as well as any "miseducation," to his father who founded PPS.

SESSION 9B

Transformational Spaces – Exploring The Nature Of Human Ecologies And Culture

Jillian de Beer
de Beer Marketing & Communications
Auckland, New Zealand

ABSTRACT

The world in the first years of the 21st millennium is swinging on a precarious thread between awareness and ignorance. As the present forms of social organisation become more dysfunctional, intentional communities will become a more popular arena for transformation and inspiration. Communities are centres and circles where common intentions join people together for a range of goals, including companionship and group support, personal freedom and empowerment, reducing living expenses, sustainable living practices, and service to others.

The 'structural theory' of human ecology interprets communities as problem-solving organisations that are concerned with improving the welfare of their residents. The exploration of human ecology is essential to the successful design and planning of the built environment. Human ecology is an interdisciplinary applied field that uses a holistic approach to help people solve problems and enhance human potential within their near environments - their family, home, and community. Human ecologists promote the well-being of individuals, families, and communities: through education, grass roots involvement and empowerment.

The presentation will reference ecological design concepts in different parts of the world that are organic, participatory and transformational. It will also present case studies where spatial designers and artists have embarked collaboratively on new forms of urban archaeology and followed organic approaches to reclaim abandoned spaces and objects and transform them into creative spaces that encourage interaction, and are connecting and inspiring. It will demonstrate the power and energy the existence of organic, honest underground creative movements can have on a city and its inhabitants.

KEYWORDS:
Transformation, ecology, design, organic, sustainable, community

Biography:
Jillian de Beer is a director of de Beer Marketing & Communications, working out of Auckland, New Zealand. Jillian is a strategist and brand identity expert specialising in economic and community development, destination marketing and the creative industries. Internationally, she advises on development, city and cultural revitalisation and creative sector strategies. She has developed innovative methodology to undertake cultural mapping, experience audits, community building, and brand positioning solutions for 55 cities, towns, regions and rural communities and over 80 private sector companies.

Jillian has worked extensively in New Zealand and internationally, including USA, Australia, Canada, middle Europe and the Balkans.

SESSION 10A

The Importance Of Scale

Tony Quinn
B. Sc (Arch), B. Arch
Principle, Rice Daubney,
Sydney, NSW, Australia

ABSTRACT

Based on his experience with three current town centre projects Tony will discuss the importance of scale. The focus will be on towns and there streets, squares and laneways and how people use them, feel in them and react to them. The importance of human scale in relation to the built form, both in buildings and the landscape will be discussed. How a new instant town needs to be considered not only as a future built out form, but in fact how it works in stages from f=day one. The presentation will outline models and methods of achieving the right scale.

Biography:
Tony is a principal of Rice Daubney architects with over 25 years experience, specialising in retail and town centre developments. He is a regular editorial contributor to Shopping Centre News and regularly undertakes overseas study tours to keep abreast of industry trends. He is currently working on Orion at Springfield, Rouse Hill and Sovereign Hills new town centre developments. Tony is also a committee member of the Royal Australian Institute of Archticets Large Practice Forum.

Preparing For The Planning Renaissance

Andrew Hammonds
B.SC, Grad.Cert.Strategic Asset Management, G.Dip GradDip Urban and Regional
Planning, Master of Built Environment
(Urban Design)
Principal Planner
HASSELL, Brisbane, Queensland, Australia

ABSTRACT

Do not be left behind. Be part of the renaissance.

This paper will present current trends in the UK and the USA, forecasting a renaissance
for Planning within Australia. Accordingly, for planners to remain leaders we will need to
consider the roots of our profession - the planning of towns…and the creation of
exceptional places.

Andrew will share his experience in the UK and the USA along with his insights gained
as International Discipline Leader of Planning for HASSELL, a planning and design firm
with over 700 people and offices in Australia and Asia.

Biography:
As International discipline leader of planning for HASSELL, and Principal of the
Brisbane office, Andrew oversees one of the truly National planning teams. He has 15
years experience in urban planning and urban design in Queensland, in the public and
private sectors. The current President of the AIUS (Qld Division), he has taught design
and planning and presented papers at several national and International conferences. He
has extensive experience with major projects including the Boggo Road Gaol Master
Plan, Pathways@North Lakes and the award winning master plan for the Kelvin Grove
Urban Village. Andrew was awarded The AV Jennings Churchill Fellowship for 2001. He
is recognised for his role in promoting sustainable development within South-East
Queensland.

DESIGNING THE NEW URBAN LANDSCAPE – THE ROLE OF THIRD PLACES?

Ben Hornery
Associate, Landscape Architecture
HASSELL, Brisbane, Queensland, Australia

ABSTRACT

As our cities grow and become more congested, increased pressure is placed on the public realm, to undertake many important tasks associated with the ongoing wellbeing, or sustainability of these urban places. The public realm in a city provides for important places, such as civic malls, forecourts, transit nodes and parks. It also is manifested in connections through the city, via streets, footpaths, cross block links and bridges. Environmental functions are also carried out via drainage, habitat, microclimate and views. As well, the public realm is an essential provider of open space, for both passive and active recreational activities.

Importantly, with increasing density in our cities, impacts include smaller backyards and more families living in units, there is a growing need for high quality, accessible and memorable "third places", ie.
1 Home;
2 Work; and
3 "In between"; ie.
• recreation;
• movement;
• play; and
• relaxation.

In South East Queensland, the protection and ongoing sustainability of the open space system has been incorporated within the State Government's Regional Plan, which requires a high quality, regional open space system to be provided. At the urban level, documents such as the Brisbane City Master Plan provide for the public realm, via urban space, connectivity, streetscape, landscape, river, views and vistas, public art and operation and management.

This paper will explore the criteria associated with the supply and delivery of successful public open space in a city, and apply them to Brisbane city, to investigate if we really do have "third places" in the city. Finally, the paper will test the guidelines as set within the Brisbane City Master Plan, to see if this resource will be successfully provided in the future.

Biography:
Ben is an Associate in our Landscape Architecture team at HASSELL. He has worked in the industry for over 8 years in environmentally sensitive design. He is currently taking a leading role on the Tugun Bypass for landscape and urban design implementation. Other project experience includes large master planned mixed residential estates through to movie studios and resorts. Ben brings particular expertise in landscape design processes, as related to development in coastal and riverine areas.

Ben is also currently project managing the Concept Design and Impact management planning for landscape and urban design on Gold Coast Rapid Transit.

SESSION 11A

TOWN SQUARES

Susanne Pini
B .Arch (hons)
Director, Rice Daubney,
North Sydney, NSW, Australia

ABSTRACT

Places of revolution, respite, religion or retail?
This discussion traces the evolution of the town square from its conception to its contemporary manifestation and attempts to analyse what might constitute a relevant Australian model. What are the right ingredients; is it relevant at all and does it reflect our culture and society or is it just another European notion which fails to reflect how we live? Is it about clock towers, cappuccinos and vespas or wind sculptures, Starbucks and a fountain we can dip our toes in? Is it the setting for and overthrow, the proxy town hall, place of worship or just another shopping centre?

From Italy to Ipswich, California to Coolangatta we search for what might constitute a relevant, contemporary counterpart to this medieval marketplace.

Biography:
Susanne Pini is Design Director of Rice Daubney. Susanne's experience is in very large scale complex projects. Each of Susanne's projects set new industry benchmarks for their type. She is highly valued within the marketplace as an innovative designer who has a profound understanding of a broad range of issues which influence the final built entity. The understanding of social, cultural, economic and political influencers surrounding the projects Susanne has worked on has allowed her to deliver highly influential products in the marketplace such as the Queen Victoria Building, Chatswood Chase and Erina Fair. Susanne is a frequent commentator at industry gatherings such as the Year of The Built Environment series and ISCS.

SESSION 11D

Why Should You Know More About The Environmental Law Roundtable Of Australia And New Zealand And Consensus Building?

John Haydon
LLB, MEIANZ, CEnvP
Consultant
EcoDirections International Pty Ltd
Brisbane, Queensland, Australia

ABSTRACT

How should we handle protest? How can we improve our communication strategies? Communities need to be engaged in the development and implementation of new policies. Consensus building methods can foster communication among stakeholders and lead to stable outcomes which engender wide community support. Importantly, consensus building processes can also lead to the prevention or avoidance of conflict.
The role of the Third Party Neutral person can help disputing parties to move through a process that develops options and arrives at an agreement on what the parties are prepared to live with.

Negotiated rulemaking is a process which brings together representatives of various interest groups and a local government or a government department or agency to negotiate the text of a proposed law (wide enough to cover new or amended legislation including delegated legislation) or the text of a proposed policy.

The Environmental Law Roundtable of Australia and New Zealand (ELRANZ) is a joint project of the National Environmental Law Association of Australia and the Resource Management Law Association of New Zealand. It promotes the use of consensus building techniques for the development of a dialogue on particular environmental issues. Typically debates will polarise views. On the other hand dialogues work on establishing common ground to develop policy or resolve a conflict. What this paper will demonstrate is that a properly structured dialogue will achieve consensus even with very complex issues. ELRANZ is project oriented and promotes the use of conflict assessment reporting as part of scoping a particular dialogue.

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Haydon J (2006) Environmental law Roundtable of Australia and New Zealand Manual.

Biography:
John Haydon has more than 30 years experience as an Environmental Lawyer and involvement in the Non Government Organisation sector. John is the Founder of, and an ADR Consultant at www.ecodirections.com John was the creator of the Environmental Law Roundtable of Australia and New Zealand (ELRANZ) in 2005.

In addition to my law degree I trained as a Mediator in 1990; is a Fellow of the Salzburg Seminar on Negotiation Theory and Practice in Environmental Disputes (Session 284) in 1990; trained as an Environmental Auditor in 2000; became a Certified Environmental Practitioner (CEnvP) through the Environment Institute of Australia and New Zealand (EIANZ) in 2005. I hold a Certificate in Public Participation (2005) from the International Association of Public Participation (IAP2).

Why Should You Know More About Theenvironmental Law Roundtable Ofaustralia And New Zealand And Consensus Building?

John Haydon
LLB, MEIANZ, CEnvP
Barrister at Law (Planning & Environment Litigation), Facilitator,
ADR Consultant at EcoDirections International Pty Ltd &
Convenor of the Environmental Law Roundtable of Australia and New Zealand
Brisbane, Queensland, Australia

PAPER

How should we handle protest? How can we improve our communication strategies? Communities need to be engaged in the development and implementation of new policies. Consensus building methods can foster communication among stakeholders and lead to stable outcomes which engender wide community support. Importantly, consensus building processes can also lead to the prevention or avoidance of conflict. The Environmental Law Roundtable of Australia and New Zealand (ELRANZ) is a joint project of the National Environmental Law Association of Australia and the Resource Management Law Association of New Zealand. It promotes the use of consensus building techniques for the development of a dialogue on particular environmental issues. Typically debates will polarise views. On the other hand dialogues work on establishing common ground to develop policy or resolve a conflict. What this paper will demonstrate is that a properly structured dialogue will achieve consensus even with very complex issues. ELRANZ is project oriented and promotes the use of conflict assessment reporting as part of scoping a particular dialogue
KEYWORDS: Environmental Law Roundtable of Australia and New Zealand, Consensus Building, Environmental Conflict Analysis

1. TIME FOR A DIFFERENT APPROACH: THE NEED TO BUILD CONSENSUS

Consensus building is an agreement seeking process involving a good faith effort to meet the interests of all stakeholders. This process recognises that stakeholders have different interests. Interests are the underlying reasons, needs, or values that explain why they take the position they do. Consensus building requires that someone frame a proposal after listening carefully to everyone's concerns. In this case the process should be convened by government or government agency who should play an important financing role.[1] "Consensus building processes are not only about producing agreements and plans but also about experimentation, learning, change, and building shared meaning. Consensus building among stakeholders is increasingly common as a way to search for feasible strategies to deal with uncertain, complex, and controversial planning and policy tasks."[2]

2. CONFLICT ASSESSMENT REPORT

Each conflict is different and there are no hard and fast rules about when consensus building is likely to succeed. Conflict is ubiquitous. It takes many different forms and can impact (and be impacted by) different stakeholder or interests groups in many different ways. Conflict assessment is a recommended step when convening a consensus building process. Coltri defines conflict assessment as:

The rigorous, step-by-step, theory based analysis of interpersonal disputes to determine its features and characteristics. Conflict (assessment) enables the user to plan an approach to dealing effectively with… conflict. 3

Conflict assessment is, therefore, the process by which an assessor (usually a neutral third party) collates and interprets data collected from confidential interviews with key stakeholders in an attempt to understand the elements of the dispute: people, dynamics, issues and interests.4

3. THE ROLE OF THE NEUTRAL THIRD PARTY

To deal with the complexities arising from a potential consensus building project, it is often advisable to approach a professional neutral third party to request their expertise in conducting a conflict assessment. It is essential that a conflict assessment be conducted by someone who will be perceived by all stakeholders as impartial. An assessor should not have a stake in the conflict nor be perceived as partisan in any way. Nevertheless, it is preferable that an assessor have some knowledge of the issues at stake, although extensive experience in the given field is not a prerequisite. 5

A conflict assessment creates an opportunity for the assessor to educate the stakeholders about what it takes to initiate a consensus-based process and follow it through. The assessor can answer questions and address concerns in private, so that each potential participant can.

1 Burgess, H and Spangler, B., "Consensus Building", Beyond Intractability, Eds. Burgess, G and Burgess, H.,
Conflict Research Consortium, University of Colorado, Boulder, September 2003
http://www.beyondintractability.org/m/consensus_building.jsp (27/01/06)
2 Ibid at 412.
3 L Coltri, *Conflict Diagnosis and Alternative Dispute Resolution* (2004) cited in Gregory Tillet, 'Conflict Analysis and Dispute Diagnosis' (2005) 16 ADRJ 292, p294.
4 D Yarn (ed), *Dictionary of Conflict Resolution* (1999) p117 cited in Tillet, above n1, p293
5 Lawrence Susskind & Jennifer Thomas-Larmer, 'Conducting a Conflict Assessment', in Lawrence Susskind,

Sarah McKearnan & Jennifer Thomas-Larmer, The Consensus Building Handbook (1999), pp 99-136 make an informed decision about whether or not to participate.
At a time when the use of assisted dispute resolution (ADR) and consensus building is becoming more widely understood across all sectors of civil society, the importance of education cannot be stressed enough. The assessor can play an important relationship building role before the consensus building process itself begins. The individual who conducts a conflict assessment often goes on to facilitate the group conversation if it proceeds. One-on-one, confidential interviews allows the assessor to get to know each stakeholder individually. The stakeholders can also gauge whether the assessor is likely to be an impartial and effective facilitator. The assessor should be able to connect with stakeholders.

4. THE BENEFITS OF THE CONFLICT ASSESSMENT AND ITS REPORT

It is sometimes argued that conflict assessment is unnecessary, expensive and time consuming. Conveners may believe that the key issues and stakeholders are already selfevident.

However, the focus of any consensus building process should be ensuring that all

perspectives are canvassed. It is important to bear in mind that not everyone will share the views of the conveners. The conflict assessment report, which is distributed to all participating stakeholders, also serves to build a shared understanding of disputing stakeholders' values, beliefs and interests. The greatest danger of proceeding without a conflict assessment is leaving out a key stakeholder. Even one party, inadvertently overlooked, may later undermine the legitimacy of the effort by proving it to be non-inclusive.6 An assessor will be able to collate the views of all stakeholders, identify difficulties and reveal reluctant or overlooked participants.

A conflict assessment enables the assessor and thereby, the party or parties convening the consensus building process, to identify the relevant stakeholders, map their substantive interests and begin to scope areas of agreement and disagreement among them. It also allows the assessor to explore the parties' incentives and willingness to negotiate in good faith. All of this information is crucial to deciding whether a consensus building effort should proceed and, if it does, how it could be structured.

At the assessment stage, the 'no-project' option is always considered. The question whether a consensus building strategy should be initiated at all is vitally important. As Tillet remarks, "[t]here seems to be an assumption that a process (like mediation) can or should be applied in almost any situation without any preceding analysis as to why or whether it might be appropriate."7 This is a very relevant consideration to keep in mind at all times.

A key stakeholder may admit during a confidential interview, an unwillingness to accept consensus as a goal, or has a reason to actively undermine any agreement reached. In situations such as these, unless a re-education or similar persuasive process is successful in getting a commitment to the goal, consensus building is not the most appropriate dispute resolution method, and other alternatives should be explored.

The Environmental Law Roundtable of Australia and New Zealand (ELRANZ) has identified a wide number of conflict assessment processes, and will seek to find the most appropriate method of conflict resolution for issues referred to it.

6 Ibid, p105
7 Tillet, above n1, p292

5. APPROACHES TO ENVIRONMENTAL CONFLICT RESOLUTION

The value of the analysis lies not in the method by which it is undertaken, but the fact that itis, indeed, undertaken.8 As such, the best analysis will not necessarily apply a single conflict analysis model. It has been said:

*Because conflict situations can be so diverse, and because models are not exclusive representations of "truth", we are not looking for a single model of conflict that will help us in all situations. Rather, we are looking for a number of models of conflict analysis that will help us in different situations, different circumstances, and with different people. Said another way, there are many, many different points of view or frameworks by which to understand conflict, many of which can be valid and useful.*9

In many cases, especially environmental disputes, there is likely to be a large information gap between corporations, governments and the community. Environmental disputes are typified by a large number of stakeholders. Conflict assessment is an important step as the

assessor can help in information distribution and suggest appropriate ways to organise stakeholders. For instance, a public meeting could be held to explain the situation. This might allow members of the community with similar views to form groups and take steps towards appointing a spokesperson.

Once stakeholders have been identified, the assessor should schedule interviews with stakeholder representatives. A promise of confidentiality should be offered and participants assured that being interviewed does not oblige them to participate in a subsequent consensus building process. The information gathering and analysis stages come next. The conflict assessment report could suggest how a dialogue could be encouraged so that entrenched positions are not developed or, if developed, are resolved.

In order to advance the consensus building process, it may be important to consider, as part of the conflict assessment, how and when to exchange information. Potential obstacles to reaching agreement should be identified. These may include issues where mutual gain does not seem possible – where mutually exclusive opinions exist, positions are deeply entrenched or where there are insufficient incentives.10

This analysis can help lead to a determination of whether of not a consensus building process should proceed and on what basis. The following list identifies some major barriers to a successful consensus building process:

There are few areas of potential agreement, and few areas of mutual gain;
One or more key stakeholders refuse to participate or negotiate;
There is an unachievable or unrealistic deadline to reaching consensus;
There is a better option available;
Huge power imbalances exist; and

8 Tillet, above n1, p297
9 G Furlong, *Conflict Analysis models for Mediators and Other Pracitioners* (2002), p4
http://www.mediate.com/articles/furlong1.cfm viewed August 15, 2006
10 Ibid, p119

There is no way to fund the consensus building effort.11
In essence, a conflict assessment is an educational process. It is preparatory in nature. It tells a story. As Coltri notes:
*Conflict assessment enables the user to clarify the reasons for the conflict, the deep-seated goals and interests of the disputing parties, and the impediments to effective resolution, with a level of complexity that real-life conflicts presents and demands. Knowing the conflict at this level of detail and objectivity enables practitioners of conflict (assessment)… to tailor the very best process to meet the needs of those with whom they are concerned. It allows the users… to develop better strategies for addressing the conflict.*12

ELRANZ advocates a well designed, thorough and innovative approach to each issue referred to it for consensus building. Through its network, ELRANZ can also assist in identifying and expanding the list of potential stakeholders. ELRANZ recommends greater use of third party facilitation for dispute resolution, to resolve litigation and to assist expert witnesses. When using consensus building for policy development, ELRANZ advises the development of communication strategies and a commitment to involving all stakeholders fully in the public participation activity. The use of a negotiated rulemaking style approach to policy development is also advocated by ELRANZ.

ELRANZ promotes dialogue, not debate, leading to the establishment of common ground. This is achieved through meaningful consultation, effective handling of protest and the better presentation of science and technology.

6. THE AUSTRALIA - NEW ZEALAND RELATIONSHIP & THE APPROACH OF COORDINATION & HARMONISATION

The New Zealand Government suggests a process of coordination between jurisdictions as opposed to the idea of absolute harmonisation.13 A distinction can be drawn between legal harmonisation and coordination or cooperation. Harmonisation involves utilising legislative or other formal instrument-based mechanisms to achieve parity between legal systems. Coordination or cooperation can involve a wide range of mechanisms and activities that do not necessarily seek to resolve a lack of harmonisation among different legal systems According to the New Zealand Government, "harmonisation" tends to focus on substantive laws, rather than on the full range of forms of cooperation in making and administering business laws. Coordination more clearly embraces cooperation at the institutional level (between Governments and regulators).

11 Ibid
12 Coltri, above n1, p294
13 Submission to the Australian House of Representatives Standing Committee on Legal and Constitutional

Affairs and discussed in Harmonisation of Legal Systems within Australia and New Zealand Report (November 2006). It must be acknowledged however that coordination and cooperation arrangements between Australia and New Zealand may involve or lead to formal legal harmonisation. While the basic concept of harmonising legal systems may appear to be straight forward through reducing or eliminating inconsistencies, duplication, or complexity between those systems- the actual progression to a unitary system of government may not be as to easy to achieve. Questions of feasibility arise. An immediate attempt at harmonisation is not practical. A more realistic approach would be to approach the process in a series of stages. A logical way to advance the procedure would involve attempting to find areas of common ground between the legal systems.

7. PLAN CHANGES AND PLANNING & ENVIRONMENT LITIGATION
Each of the 10 parliamentary jurisdictions of Australia and New Zealand are complemented by regional councils and local government. They have all developed a complex set of environmental laws and policies.

Litigation is expensive and time consuming and results in a win/lose situation. Assisted dispute resolution (ADR) comes in many different forms (eg facilitation and mediation) all of which promote a win/win situation. ADR usually arises in the context of litigation. There should be an early chance for stakeholders to be heard well before litigation as a means of dispute avoidance or dispute minimisation. Each sphere of government and corporations should look to have an Assisted Dispute Resolution Policy or Program to promote a culture of dialogue and the early resolution of disputes before they escalate or parties become entrenched.

Meaningful public participation will go a long way towards satisfying the public environmental right to know and the public right to participate in the public interest law issues. This paper seeks to encourage a greater use of third party neutrals in the plan

making and changes and submissions on individual development applications. In that way we will have less litigation and better planning and environment outcomes.

Planning and environment issues and dispute resolution is becoming more complex and will benefit from a less adversarial approach by all stakeholders.

8. CASE STUDY: WESTERN RECLAMATION IN AUCKLAND14

The Western Reclamation is located on the western edge of Auckland's CBD. It sits immediately to the north of Freemans Bay and to the east of St Marys Bay, two of Auckland's established inner-city residential suburbs. The land is currently zoned for marine industrial activities in the Auckland City Central Area Plan. The coastal marine structures fall within the jurisdiction of the Auckland Regional Council's Regional Coastal Plan. The majority of the Western Reclamation land is presently utilised for uses associated with bulk liquid storage and distribution. There are also fishing and marine industrial activities located in the area.14 Information accessed on 15 June 2007 at http://www.tankfarm.co.nz

The design team has also had particular regard to the planning analysis which has been undertaken over the last 10 to 15 years. In particular the following design responds to the findings of the Auckland Waterfront Advisory Group (AWAG) process (2002/03), the Auckland City's 11 Principles for Redevelopment (2003), and the initial consultation outcomes of the Joint Waterfront Visioning Process (2004/05).

The concept plan builds on the existing structure of the reclamation. IPorts of Auckland is reviewing the concept plans with key stakeholders, lessees, local interest groups and Auckland City and Auckland Regional Council. They are also seeking to inform the wider community on these initial concepts. The company intends to prepare a revised set of plans to illustrate how our thinking has evolved as a result of the feedback received. These revised plans will also be made available to the public for review and comment. Ports of Auckland will then provide its findings and concept designs to Auckland City and the Auckland Regional Council, to inform the statutory planning processes required to effect the evolution of the Western Reclamation. These statutory processes, which are expected to be initiated by Auckland City and the Auckland Regional Council, are not anticipated to commence before the second half of 2006. At that time there will be further opportunities for all parties to participate in the consultation and submission processes that form an essential part of that planning phase.

Appeal rights exist to the Environment Court. All of these processes can take years. By using the techniques discussed in this paper and other consensus building ideas it will be possible to develop earlier chances to be heard and meaningful interactions that lead to a partnering in the development of new and improved public interest laws and policies. ELRANZ promotes the development of different ways of creating outcomes and solutions.15 An ELRANZ Project could identify strategies to make these processes work better. ELRANZ could look at a pilot undertaking and provide a report that will help move to a next phase of improving pubic participation.

9. CONCLUSIONS

Through a process of dialogue, it is hoped that parties will come to realise that each of their arguments are founded upon the same general concerns. This is the process of "finding common ground".**16** In order to expand areas of common ground, parties should not be asked to change their views and opinions. Concentration should instead be given to

common issues in the hope of achieving a harmonised approach. This will ensure that strong minded people and strongly held beliefs will not be an impediment to the dialogue process.

This method has been effective for a number of highly contentious issues, including abortion. The Network for Life and Choice is an example of how organisations can engage in a third way between those who are deeply polarised and with respect to difficult public policy issues.

15 ELRANZ Manual (December 2006)
16 LeBaron, M and Carstarphen, N 'Finding Common Ground On Abortion' in Susskind L, McKearnan S and
Thomas-Larmer J (eds.), *The Consensus Building Handbook*, SAGE Publications, California)

Each network session concluded with a brief, onsite questionnaire by those who were assessing the effectiveness of the process. That onsite questionnaire was supplemented with data and a great depth of perspective through interviewing participants. To assist dialogue in the above mentioned process, a "balanced group" was invited to develop a common purpose and agenda, develop a set of ground rules and plan facilitator training sessions. The use of a facilitator is advised as this often ensures productivity, enforcement of the ground rules and monitoring balanced participation. Limitations to the common ground process include poor facilitation, moving to action too quickly and frustration and tension between those who want to talk and those who want to do something.

The controversy over the environment may be discussed using this approach. Establishing areas of agreement rather than focusing on areas of disagreement will help resolve protest. Local dialogue groups are recommended in the effort to find common ground on planning and environment issues. The challenge is to engage someone like ELRANZ to help develop new techniques of engagement with respect to public interest law issues. Planning and environment disputes lend themselves to the techniques discussed because there is a need to allow stakeholders to have a meaningful involvement.

ACKNOWLEDGEMENTS

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SESSION 12

Mixed Use Development – Working Toward Sustainable Communities

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ABSTRACT

Our current understanding of issues associated with Climate Change and 'Peak Oil' is casting significant doubt over the traditional town planning approach of separating land uses. The conventional suburban approach to settlement planning results in distinct aggregations of like uses – residential estates separated from commercial / retail centres, separated from employment centres and industrial estates.

GeoLINK has been researching rural villages to learn the lessons that they might provide for future settlement planning. This research indicates that local diversity and the appropriate mixing of uses can more effectively build new communities with environment and social cohesion, and improved economic outcomes.

A project in Byron Bay, NSW, Australia, now presents an opportunity to apply those lessons to an existing urban community, and provide a new urban village with more sustainable outcomes. The Bayshore Village project is a new 'greenfield development' that is located on a 5 ha parcel of land on the edge of Byron Bay township. The brief for the project was to design a community incorporating all of the positive principles of a small village, but with contemporary urban services and facilities. The project will involve a variety of housing forms, co-located with retail, light industrial and commercial uses. One of the key aspects of the design is to provide opportunities for people to work where they live, so all of the houses include small studio spaces, suitable for a range of small business operations.

The Village also provides a number of studio buildings that contain one-bedroom apartments. These options target creative industries, allowing people to live with their business. Light industrial buildings are also proposed, designed with flexible floor space arrangements that provide for businesses to grow and change while they remain in the same building. Commercial office space is provided, again with one-bedroom apartments that allow people to live with their business. Retail floor space is provided, allowing on-site businesses to display and sell their products.

The mix of uses within the site is designed to create a new and vibrant community. It will also achieve a number of critical sustainability outcomes, most importantly:
• reducing vehicle dependence – by living with their businesses, people will be able to drastically reduce the number of car trips; and
• providing greater affordability – both for residential options and for people starting businesses.

Bayshore Village will incorporate the latest water recycling technologies, harvesting rain water and importing recycled sewage effluent, to substantially reduce the demand on

reticulated water supply. Site stormwater will also be carefully managed to maintain the hydrology of a nearby wetland environment. The community will also implement and manage approximately 2 ha of enhanced wetland habitat on adjacent council-owned land, providing net ecological benefits that will far outweigh any on-site impacts.

Bayshore Village provides an opportunity to build a community, rather than just a subdivision. The use of Community Title will help to ensure that all residents and business owners are involved with the ongoing management of their community, allowing them to continue to shape how the village grows and matures.

Biography:
Rob van Iersel is a Director of environmental management and design firm, GeoLINK. He is a town planner with a passionate belief that the future for urban settlement requires the building of strong sustainable communities. Rob is working alongside GeoLINK's multidisciplinary team, providing holistic solutions for an environmentally, economically and socially sustainable future.

Mixed Use Development – WorkingToward Sustainable Communities

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KEYWORDS: Settlement planning, village principles, mixed use urban development, smart growth.

1. INTRODUCTION

Planning for new urban settlement is quite often controversial. Existing residents often fee the need to fight against new development. Too often, planners dismiss such opposition as NIMBY (not in my backyard), and remain happy in the knowledge that we know what's best for the community. Rather than simply being a negative reaction to change, however, much of the opposition to new development arises as a reaction to urban planning done badly in the past.

In the current global environmental and social climate, we can no longer afford to continue to plan growth badly. Land use planning has always existed. Since early man first began to build crude shelters, there has been a desire to 'do it better'. As humans began to organise communities and societies, 'planners' became involved in designing the physical structure of these communities and societies – how and where people lived; where people worked; services; food supply; etc. 'Planning' was generally able to keep pace with the rate of change in society, adapting and updating principles for living and housing / community design. 3

Since the industrial revolution, however, the pace of change has accelerated significantly. Now, since the 'information revolution', the pace has shifted again. As the futurist Robert Theobald said "*Things are getting better and better and worse and worse faster and faster*" (in Holliday, 1999). Now, more than ever in our history, planning and the design of human settlements need to address some of the world's pressing problems, rather than continuing to be a part of these problems. Climate change, peak oil, rapidly expanding technologies and ageing populations are some current key issues and challenges. By itself, planning cannot hope to solve these problems, but smarter planning can certainly help to change the current direction and help society move toward solutions.

2. VILLAGES RESEARCH
2.1 Background

GeoLINK is an environmental management and design consultancy based in northern NSW, Australia, looking to find better solutions to managing future growth. The Northern Rivers region of NSW is a useful place to be for such research. The existing settlement pattern is quite varied. Larger regional cities such as Lismore, Tweed Heads and Ballina have populations of up to 40,000 people; there are numerous smaller towns of around 5000 people; many villages of 500-1000 people; and literally hundreds of smaller hamlets and small rural communities with 50-500 people.

The region is also experiencing continued strong population growth. Since 2001, the area has been growing by an average of 2,500 people each year, with predicted growth in the order of 26 per cent in the period 2006-2031 (DoP, 2006). This growth equates to a strong demand for new housing and creates significant challenges for how growth might be achieved in the context of current local and global issues.

GeoLINK takes the view that appropriate solutions do exist: solutions that can build on existing settlement patterns rather than imposing new structures and character on the area; solutions that respect the environment and the landscape; and solutions that maintain and enhance the characteristics that make our region unique. This has been the basis for GeoLINK's research into local villages - to see if villages might contain lessons to help us avoid 'urban sprawl' and provide settlement solutions for a vibrant future.

The research was commissioned by the Northern Rivers Regional Strategy Secretariat (NRRSS), a consortium of state government, local government, industry and community representatives that came together in the 1990s to provide a foundation for the development of a comprehensive regional planning strategy. The research examined a range of villages in the Northern Rivers area, including Bangalow (pop. approx 1200), Uki (pop. approx. 800) and 4 Lennox Head (pop. approx. 4000). It also built on previous GeoLINK projects and work undertaken by others, including NRRSS and Byron Shire Council.

The research brief was to examine 'successful' villages to develop a model for future settlement planning.

2.2 Village Characteristics

The research shows it is not possible to develop a 'one size fits all' model that can be successfully applied to all future settlement planning. It also shows however, that there are a number of key characteristics of villages – particularly relating to key functional and structural characteristics – that can be directly transferable to urban and rural planning. When asked, most village residents were adamant that village living provided a clearly improved quality of life. Many used the term 'liveable' to describe their community. It was more difficult, however, for them to define exactly what they meant by that.

Residents used terms such as 'community spirit', 'feeling safe', 'people know you' and 'friendly' to explain what they meant by liveable. Clearly, the concept of being 'livable' has some relationship to size, both population size and geographical size. People in smaller communities were more likely to feel part of their community than their counterparts in larger urban settlements.

GeoLINK's research identified over 100 individual positive characteristics relevant to 'liveable' villages. It showed that, in all cases, these characteristics have developed as a result of the history of that place. It also noted that this evolution is continuing – all settlements, villages, towns, cities continue to change as population changes and in response to local, regional, national and global trends. The village characteristics were coalesced into the following four core village principles:

    Walkability – obviously related to size; the ability of all residents to walk to most services / facilities;

    Self-reliance – the extent to which residents can look after their day-to-day needs locally;

Active democracy –participation in the local community; and

Distinctive image – the things that make each village / community unique; what differentiates one from the other.

These core principles can be applied to any urban settlement, whether it is a village, suburb or town. A settlement that 'performs well' in relation to these core principles will have a greater degree of sustainability than one in which these core principles are ignored. 5

3 TRADITIONAL URBAN PLANNING
3.1 The Suburb
'The suburb' as we know it, is a settlement pattern that was developed in the post-war period, particularly in the 1950s and particularly in America, as increased availability of private transport and availability of relatively cheap and abundant energy allowed people the 'freedom' to move out of cities. Suburbs were designed to give people a 'country life' close to the city. The emphasis was on increased amenity and individual space. The concept was taken up with enthusiasm world-wide and continues today as the primary response to urban growth pressures.

The suburb is almost exclusively residential. It is where people live and, as part of the focus on individual amenity, it has been considered important to separate where people live from where they work, shop and play. While some changes to design have occurred over the years, the suburb essentially remains the same as it was in the early 1950s. As described by Morris (1999), '*conventional suburban development…is characterised by segregating land uses, high car dependence, relatively disconnected street systems, low residential density, and very limited public transport and low employment*'.

3.2 Shortcomings of the Suburb
The suburb relies on continued supply of cheap and abundant energy. Residents rely heavily on private cars to get to work, to shop and to play. Often there are large distances between where people live and where they work – the very common picture of traffic congestion as 'commuters' head to and from work is a strong part of all Australian cites, and indeed of cities around the world. The design of houses within the suburb also tends to rely heavily on cheap energy. Air-conditioning, artificial lighting and modern appliances all mean that the modern resident is addicted to energy.

There is a range of other concerns associated with conventional suburban development – environmental issues associated with the continued clearing of the natural environment to make way for houses; social problems associated with ageing populations and lack of 'community'; and economic problems associated with the servicing of ever spreading suburbs. It is clear that the traditional suburb performs poorly in relation to the four core village principles. The separation of residential, employment and shopping / service areas means it is generally very difficult, if not impossible, for people to walk between these areas. People need to travel to a number of different locations to meet their daily needs.

The lack of local focus or meeting areas makes it very difficult for 'communities' to form and function, and, overall, there is little in a design sense that differentiates once suburb from the next. 6

4. MODERN PLANNING CHALLENGES
4.1 Global Problems
Issues associated with climate change and peak oil are now becoming better understood and more widely accepted. Energy issues are being discussed in almost every household, both associated with increasing petrol prices and through a significant increase in media attention to climate change issues.

Our continued reliance on fossil fuels for energy is clearly not sustainable. Not only are we causing considerable damage to the planet by burning fossil fuel, it is also becoming clear the availability of these fuels will very shortly become limited. At the same time, society is changing in ways that significantly affect how and where people live.

4.2 Technological Advances
In 1999, Holliday noted '*many futurist visions predict the dissolution of the modern city because of an increasingly interactive, integrated telecommunications network with limitless capacity to provide work, culture, entertainment, administration, health, education and social interaction*' (Holliday, 1999). Such visions suggested that the need for face-to-face contact would be substituted by digital networks and virtual spaces, allowing people the freedom to live wherever they like. The suggestion has been that people will leave cities to live in smaller more attractive settlements and rural areas.

The nature of employment has also tended to shift from production-based jobs to service industries. This has added to individual flexibility, where the location of employment is not now as important as it once was. Schmitz et al (1998) note that '*perhaps the most obvious implication of these technological developments is the fact they provide people with the flexibility to organise their work and living arrangements in ways more suited to their needs*'. This hasn't, however, resulted in large numbers of people isolated in their homes, working from computers and telephones. Schmitz et al (1998) note that most workers have come to rely on their offices or factories for social interaction as well as for employment. Those who have chosen home-based work need other avenues for social interaction. The conventional suburban model does not provide meeting and gathering spaces and people still therefore need to travel for social interaction and to avail themselves of services and facilities necessary for day-to-day living.

Society is changing in other ways. The population is ageing and households are generally getting smaller. The majority of households are now closer to two people rather than four or more. Yet most new homes are still designed for energetic, mobile people and most still have three or four bedrooms and two-car garages. 7

5. MIXED USE DEVELOPMENT / SMART GROWTH / NEW URBANISM
5.1 What is it?
More recently planners, architects and designers have been looking at how people can live inways that have significantly better environmental, social and economic outcomes. Werner (2006) notes that how and where we build is important. He writes: '*while great progress has been made in increasing the energy efficiency of certain products, and diversifying energy supply (e.g. through renewables), comparable progress has not been made in decreasing the energy demands associated with the way in which we design, plan, build and LIVE in our communities*'.

A variety of labels have been applied to this 'new way' – mixed use development; smart

growth; new urbanism to name a few. Whatever the label, the underlying objective is to create liveable neighbourhoods that reduce dependency on private vehicles and are more energy efficient. Morris (1999) writes: '*New urbanism seeks to produce a built environment which is diverse in use and population, scaled for the pedestrian, and capable of accommodating the automobile and mass transit. This built environment should have a welldefined public realm which is responsive to site features and ecology and supported by an architecture reflecting climate and culture of the region. It should have fine-grained, mixed use town and neighbourhood centres, and normally should have higher resident and employment densities than conventional suburban development'.* (Morris, 1999).

Whilst 'smart growth' or 'new urbanism' are not radically new concepts, they have not yet become the norm in urban design and development. '*The single most important factor affecting the relationship between urban form and transport energy requirements is the physical separation of activities, determined by both densities and the interspersion of land use'* (Susan Owen in Werner, 2006).

In a design sense, smart growth looks different and functions differently to conventional suburbs. It is scaled for people and not dominated by cars. It has a focus area where people can meet and interact, with higher residential densities located close to the focus area so people can walk or cycle. It has narrower streets, smaller houses, employment opportunities, recreational opportunities and local retail and commerce. Importantly, it also has defined edges, so that it is clear where one community starts and another stops, and it is designed to respond to the local landscape, so one settlement might not look or feel the same as its neighbours.

5.2 Relationship to Village Principles
This model is clearly more closely aligned with the four core village principles than conventional suburban development. Having a mix of uses, rather than a segregation of uses, allows people to meet many of their daily needs locally. When this is accommodated in walkable or 'cycleable' distances from where people live, car dependence and car use can be reduced greatly. 8. In addition, with a mix of uses local employment opportunities can be facilitated within the town structure, providing communities with a firmer economic base (Werner, 2006). Morris (1999) also noted: '*…because of its good accessibility, amenity, and capacity to accommodate a diverse range of buildings whose uses may compatibly change over time, the urban structure of the New Urbanism appears to work well for employment generation in the emerging post-industrial economy of small business, home-based business and part-time and multiple employment'.*
Using smart growth principles can change both where people live and how people live:
   Where: infill as opposed to sprawl close to public transport proximate to services schools in walking / cycling distance
   How:
- mix of uses compact development preservation of green spaces / forests
- energy efficient site planning
- narrower streets and reduced parking requirements
- energy efficient building design
- more compact housing
- water sensitive design / landscaping

Designed well, it is easy to see that these new urban communities can contribute to positivelyaddressing our global and local growth challenges.

6. BAYSHORE VILLAGE

6.1 Background

The Bayshore Village project provides an opportunity to utilise these concepts in the design of a new urban community. The 5 ha site is located toward the edge of the town of Byron Bay, in northern NSW, Australia. It is zoned for urban uses and is located in an area between a light industrial estate and a conventional suburban residential estate. The land was previously owned by the local council, which applied a 'village' zoning in the late 1980s.

Council's rather visionary idea at the time was to develop an 'artists enclave' that would provide 'incubator business' opportunities mixed with living and retail opportunities. Local politics got in the way of the council achieving this entrepreneurial development and council eventually sold the site in about 2000. The new owner was able to see the value of the flexible village zoning and the wisdom of council's original idea. 9 The brief for Bayshore Village was to design a new urban community that incorporates all of the key principles of a small village, with contemporary urban services and facilities.

Simpson Wilson Architecture and Urban Design was engaged as principal design architects and GeoLINK was engaged to provide planning, engineering, ecological and landscape architecture services. The project has provided a unique opportunity to utilise smart growth principles, reinforced by understanding of the core village principles, to design a 'greenfield' development quite different from the norm.

A design has been developed and an application for project approval will shortly be submitted to Byron Shire Council.

6.2 Design

The design concept provides for a true mixed use proposal. Residential, light industrial, creative / artistic, commercial and retail uses are proposed within a number of overlapping precincts. A residential precinct anchors the proposal, with 17 three-bedroom dwellings. Each dwelling includes a separate one-bedroom 'garden flat' and approximately 50 m2 of 'studio' space. The garden flats provide an opportunity for owners to gain rental income, or to provide for an extended family. In either case, this will provide a real contribution to local housing variety and availability and local affordable housing, a distinct problem in the local area. The studios are primarily intended to allow people to work from home, with the development to be marketed to 'creative industries'.

The dwellings are relatively small, with an average floor space of around 295 m2 per dwelling. The architectural design provides for excellent solar access and plenty of indoor– outdoor spaces, taking advantage of the favourable north coast climate. These aspects of the design, combined with the light-weight construction materials, will provide a reduction in overall energy use when compared with conventional larger 'brick and tile' houses in the area. Solar hot water will be provided and photovoltaic cells are also being considered.

A 'live–work' precinct is proposed adjacent to the residential area. This will consist of four two-storey buildings, each containing eight studios averaging around 60 m2 in area. Each studio has a one-bedroom flat attached. The live–work precinct and the studios attached to the three-bedroom dwellings will specifically allow residents of the village to

work from home. Contemporary telecommunications will be provided ensuring that those working from the site have access to the best possible connection to the outside world.

A light-industrial precinct is also provided, with approximately 2,500 m2 of floor space within four buildings. Simpson Wilson has cleverly designed the light industrial buildings to provide very flexible internal spaces. Not only will this allow a variety of different uses to occupy the site, but it can provide for businesses to change over time, modifying floor areas as businesses grow or decline. 10

A commercial–retail precinct is proposed providing a variety of smaller retail spaces, commercial (office) spaces and a small health spa. Residential apartments of varying size are attached to some of the office space, again allowing professionals the ability to live and work on-site. Communal meetings rooms are provided and a small café will also provide local 'inhouse' services.

Finally, a community precinct will offer indoor and outdoor recreational community spaces.

6.3 Environmental Considerations
All buildings will have a dual water supply. Water tanks will collect all roof-water, which will be pumped to a single elevated header tank. Water will be gravity fed from this header tank back to all buildings for a range of uses (hot water, toilet flushing, garden irrigation). This will dramatically reduce the demand on the local reticulated water supply. Discussions are also continuing with the local council, which is the sewer authority in the area, to accept recycled wastewater into the development. If this can be achieved, the wastewater would be used for toilet flushing and outdoor uses, further reducing demands on potable supply. The land is adjacent to a known habitat for a threatened frog species.

This presents the opportunity for the project to include significant ecological improvement measures, and an application has been submitted to council proposing to undertake habitat rehabilitation works on-site and on adjacent council owned land. Eventually the Bayshore Village community will be charged with the responsibility of maintaining these ecological areas, providing a direct link between residents and local ecosystems. The Village site is located about 2 kms from the centre of Byron Bay, with pedestrian paths and cycleways connecting the two. The connection is flat, providing for easy cycling to town.

A neighbourhood scale shopping centre is located directly opposite the site and a range of retail and light industrial developments are located within a 500 m radius of the site. The beach is located approximately 500-800 m to the north. A recently approved tourist development will soon be constructed at this beach and an upgraded road, including cycleways and pedestrian path, will connect Bayshore Village to the beach.

6.4 Smart Growth Benefits
The Bayshore Village development will allow residents to meet many of their daily needs onsite. Vehicle trips and car dependence will be dramatically reduced, with people being able to live and work from the same place. In relation to smart growth principles, the project provides a number of positive outcomes: Infill versus sprawl The site is located within the boundaries of the existing settlement and provides a transition between existing light industrial and residential areas. 11

Close to public transport Public transport is very limited in Byron Bay. What bus services there are currently service the adjoining residential estate and can quite easily service the Bayshore Village site. The site is also very close to the north coast railway line. Although this line is currently not used, there is a possibility that local services could be provided in the future. The site is well located to be able to utilise those services if they eventuate.

Proximate to services.
- o All relevant urban services are available to the site (electricity, water, sewer, telecommunications etc). A neighbourhood scale supermarket is located directly opposite the site, with the Byron Bay CBD some 2 km away. Schools in walking / cycling distance. There are no schools reasonably close to the site, being located on the 'opposite side' of Byron. While the flat grades would make cycling possible, most residents will need to use school buses or cars.
- o Mix of uses. A real mix of uses is proposed, allowing people to live, work and play on site.
- o Compact development The development is quite dense in comparison to nearby residential development. This has been specifically designed to fit more into a smaller area, providing a com pact village.
- o Preservation of green spaces / forests
- o Vacant land containing native vegetation joins the site on two sides. As highlighted above, ecological rehabilitation proposals are an integral component of the development, providing for significantly improved threatened species habitat on these adjoining lands.
- o Energy efficient site planning All buildings have been located to maximise solar access. Building layout and design, together with the choice of materials, will significantly reduce energy use and demand.
- o Narrower streets and reduced parking requirements. All internal streets will be narrow compared to the surrounding road network, providing a low speed, pedestrian-friendly environment. Parking has been reduced, based on the dual use and complementary use of spaces.
- o Water sensitive design /landscaping. A stormwater management strategy has been developed that mimics the pre-development hydrology of the site. Infiltration of stormwater is maximised through the use of permeable paving and open garden spaces. The internal road system also provides stormwater detention, with treatment / filtration provided around the site perimeter. The system will ensure that the hydrological regime of 12 the nearby wetland system is maintained in its current state.

3. CONCLUSIONS
The planning and design of where and how people live can either add to existing problems and issues, or it can add to solutions. Whereas continued conventional suburban development can be seen to add to existing problems, mixed use development, smart growth or new urbanism can provide solutions to contemporary energy, environmental and social issues.

Planned and designed well, this form of development can cater for population growth in a way that creates real communities, fosters resilient local economies and allows people greater choice and flexibility in housing and employment. This type of development will also provide communities that will be able to better deal with future societal changes associated with climate change, peak oil and continued rapid technological advances.

Mixed use development adopts the core principles that are demonstrated in smaller 'successful' villages. The fact that such villages have existed successfully in a variety of settings and circumstances provides comfort that the core principles have stood the test of time and indicates that mixed use development will be able to provide enhanced quality of live for future residents. The Bayshore Village site provides an opportunity to apply these village and smart growth principles in a new urban greenfield development. The design of the development will provide a local community where residents can live, work, shop and play on-site.

ACKNOWLEDGEMENTS

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