



## **Learning Log 4**

### **Good practice transfer workshop in Eger, Hungary**

#### **20<sup>th</sup> – 22<sup>nd</sup> January 2015**

This report provides a summary of the main results from the P4C good practice transfer workshop in Eger. It begins with a brief overview of the context in which the transfer of placemaking practices took place, followed by a description of the placemaking activities that were undertaken prior to and during the transfer workshop. Then a detailed account of the results of the peer review is provided together with a summary of the key messages from the discussions with civil society organisations, public service agencies, traders and officers of the municipality. The report concludes with an assessment of progress made towards achieving medium and long-term outcomes identified in the baseline developed by Eger in preparation of this transfer workshop, together with key learning points intended to support the P4C team in Eger in achieving desired long term outcomes. Further details associated with the workshop, including agenda, meeting report, hand-outs and presentation slides, are available on the P4C project website.

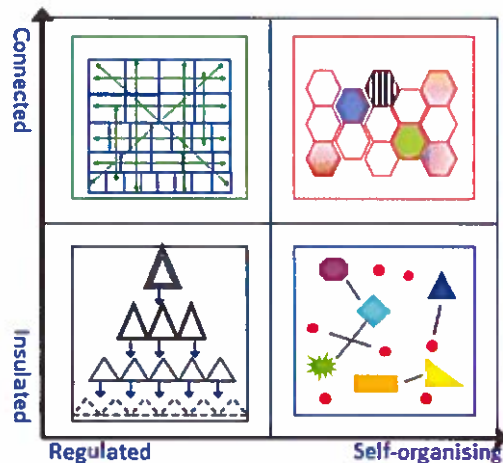
#### **1. Context for the adoption and adaptation of placemaking practices**

Eger is the regional capital of Heves County and plays an important role as a service centre in northern Hungary. The administrative area covers 1,500 ha and accommodates 55,000 residents who live permanently in the city. Eger receives around 400,000 visitors each year and has approximately 20,000 students who study in Eger but live in adjoining towns and villages. The municipality employs approximately 150 staff and is mainly responsible for the co-ordination of services which are provided by central government or private sector contractors. There are approximately 1,000 staff employed in agencies which deliver public services but operating as private businesses at an arm's length from the municipality.

The P4C project is led by the Chief Architect and the Head of Tourism of the municipality and is supported by the Deputy Mayor for Tourism and Development. Working with local stakeholders, such as residents, traders and NGOs as well as a range of agencies is part of the normal routine in developing new initiatives in Eger. There is a vibrant voluntary sector in Eger with 450 active NGOs involved in all aspects of social life, most of which are supported by the municipality in different ways, ranging from support in kind through premises to providing project funding and resources to employ workers.

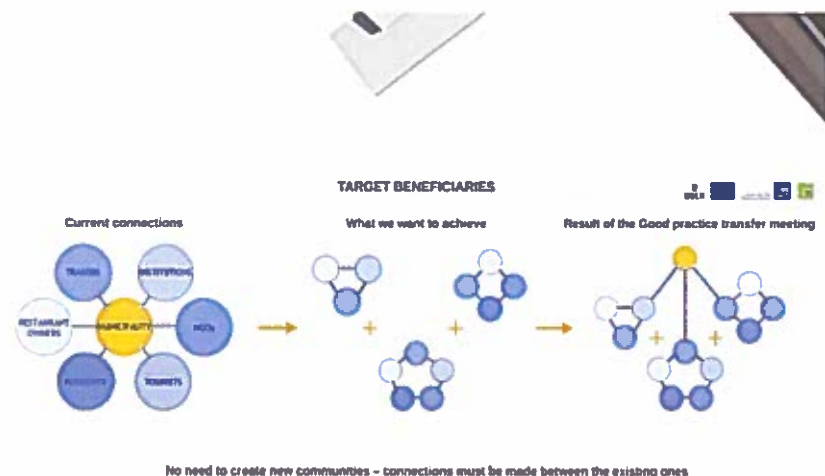
Municipal departments are expected to collaborate closely and tend to be issue of project led. When asked how the P4C team perceived the municipality in relation to the matrix below they felt that there was a strong hierarchical element in the way municipal departments

operated, hence the pine tree model in the bottom left corner reflected the working culture well. However, external actors are closely connected with municipal departments and there was strong collaboration across departments on particular issues, for example the regeneration of the main squares in Eger. Hence the honey comb model in to the top right of the matrix was also applicable. It is unlikely that officers of the municipality would aim for a 'melting pot' approach as practiced in DLR and depicted in the bottom right hand corner of the matrix.



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During the good practice transfer visit the P4C network developed a model which defined the current position of the municipality in relation to placemaking and identified how it wanted it to be different in future. It was referred to as the 'sun model' with the yellow circle identifying the municipality in relation to its stakeholders. It emerged during the introductory discussions on the first day when the approach towards placemaking was discussed and was then further developed during the peer review and also the CommUniversity.



## 2. Description of placemaking activities undertaken

This project started out with placemaking ambitions for five public squares in the town centre of Eger which were subject to a €20 million refurbishment programme to enhance the quality and connectivity of central squares with adjoining residential neighbourhoods (for further details please see P4C Baseline Study). The initial idea that all five squares would need to be included in the application of placemaking actions was based on the assumption that the complete re-design of all squares, together with new circulation and access to the city centre, could have a negative impact on the way the squares were used and perceived by local people. However, discussions and place analysis with local stakeholders between May and November 2014 suggested that neither the main Dobo Square nor the small Dobo Square required much additional placemaking input at this stage. Their function and use was fairly constant and although there had been lively debates during the construction process about changes to the Dobo Square, once the works were complete it seemed that its use and functionality had been significantly enhanced. The Gardony and Esperanto Squares, on the other hand, were entirely new and considered priorities for placemaking actions. The Gardony Square was a car park and the Esperanto Square did not exist prior to the regeneration programme. The dynamic between these new squares and the established two Dobo Squares is difficult to predict, hence the way their use and functions evolve over the coming years requires careful attention. A fifth square, the Garrison Square, was still under construction at the time the P4C project came to its end. Placemaking will happen here once the excavations of ancient monuments are finished.

The scope to progress placemaking actions was limited in Eger because the construction process of the five squares continued right up to the summer holidays in August 2014. At this point the town is at its busiest and traders, residents and municipality were focused on dealing with large numbers of visitors. However, the local steering group had been formed in April and the place analysis started in May 2014 with a questionnaire that was issued to relevant NGOs, traders, schools and colleges inviting suggestions on how the new squares could be animated. There were over 1,000 responses which confirmed that the three new squares (Esperanto, Gardony and Garrison) should be the focus of placemaking actions through P4C. The main aim of the placemaking process was to bring business, non-governmental and public organisations as well as residents together to identify practical actions they could take to animate the new squares.

The placemaking process in Eger built on a number of good practice principles adopted from Dun Laoghaire, including:

- Place analysis
- Place animation
- Creating quick wins
- Providing information
- Reaching and engaging residents
- Overcoming resistance to change
- Encouraging collaboration across departments and agencies.

In collaboration with restaurants and retailers, leisure and tourism businesses, NGOs, residents and public agencies such as schools and colleges, the P4C team developed a

range of placemaking actions in the run up to the transfer visit. This included the above mentioned questionnaire which showed that stakeholders were well informed about the changes that were taking place but lacked clarity about the possible functions of the new squares. Many suggestions were made as to how these squares could be used and how the new squares could be animated. For example, it was agreed that the Esperanto Square would have a cultural function, building on the activities of the adjacent arts centre which houses a number arts and cultural organisations. A new name would need to be found for this square and a competition was being planned for later in 2015. Apart from the identification of future initiatives, the following practical placemaking actions had been achieved by the time the P4C transfer visit took place.

- An event loosely translated as 'Wandering on St Martins Day' was organised in November 2014 to engage retailers and restaurants around the two Dobo Squares. This involved shoppers completing a short questionnaire on their placemaking preferences in return for a voucher that would give them a reduced price for a meal in some of the restaurants adjoining the two Dobo Squares.
- The new cycleway between the Esperanto and Gardony Squares became an art exhibition space. The first exhibition named 'Heroes of Eger' was implemented by the Visual Art Department of the local college. The exhibition opening took place on the 17<sup>th</sup> of December when the citizens of Eger remember all those heroes, soldiers, women and children who fought bravely and successfully against the Ottoman Empire in 1552. Different NGOs, cultural bands, restaurant owners, etc. joined to the program which took place on the bike path, Small Dobó Square and Gárdonyi Square.
- During the P4C transfer visit the local arts college had undertaken a competition to select the best projects of 20 final year student to be exhibited along the cycleway. The exhibition was launched with much fanfare during the P4C visit and it is planned that this will be repeated in future years.
- The Gárdonyi Square was the focus of placemaking actions. Here an ice rink for children was established from December 2014 to February 2015 and during the visit there was a day of animations involving games, dance, performances and food.
- To facilitate future community led placemaking the municipality purchased a mobile stage and sound equipment which can be hired free of charge by local groups who want to put on performances on any of the five squares in the city centre. The equipment will be stored and administered by the youth club located between the Dobó and the Gárdonyi Squares.

All of these activities were initiated by the officers of the municipality, some actively involved businesses and residents in design and implementation, while others were led by students under supervision of the local college. Of particular note was the extensive participation of different public and voluntary organisations in facilitating the placemaking process and the number of different municipality departments supporting placemaking in Eger.

### **3. Results of the peer review**

The criteria for the peer review were carefully prepared and agreed by the hosting partners as well as the visiting peers prior to this transfer visit. These criteria were an amalgamation of good practices studied in DLR, key challenges and medium term goals identified in the baseline prepared for this visit (see Appendix 1 for the baseline). The peer review framework was based on 28 specific criteria related to good practice in placemaking. These were organised around seven broad categories: Four categories (place analysis, planning, implementation and continuation) focused on the analysis of the 'place and its people' using 19 criteria. Three categories (internal collaboration, external collaboration and organisational culture) were intended to explore the 'institution and its people' using 9 specific criteria (see Appendix 2 for the peer review criteria used in Eger).

The execution of the peer review followed a similar format to that used at the previous visit to Eger. In total about 6 hours were spent analysing and critiquing placemaking practices using the score sheet as a structure for discussion. The categories and criteria concerned with the 'place and its people' received most of the attention while peer reviewers found it difficult to comment on institutional aspects of the placemaking process, such as organisational culture and collaboration between departments. There was also a lack of time to get through the busy agenda, hence scores were recorded for the 'place and its people' section only. However, there was extensive discussion on the continuation and also the institutional dimension of placemaking which is summarised below.

### **Place analysis**

The criteria which scored mostly very good and good were related to the analysis of problems and opportunities and also the active participation of local people. Peer reviewers felt that the problem analysis had been excellent due to the extensive planning and design process of the five squares, but also because of extensive attempts to find out what local stakeholders want to do with the squares. The systematic prioritisation of the new squares was also seen as a good practice but more options to animate and use the squares in ways which are not 'controlled' by the municipality could have been considered. While the level of engagement of local people in the place analysis was seen as a good starting point, this could have been more far reaching. Peer reviewers acknowledged that the timing of the P4C project was difficult and local culture was not supportive of enthusing local stakeholders to take the lead on initiatives.

The local P4C team had made a good start in encouraging active participation and this needs to be built upon as soon as possible after the P4C project has come to an end. The exploration of potential conflicts of interest, on the other hand, was identified as requiring more effort. The extensive debate about the relocation of a statue on the main Dobo Square during the reconstruction process illustrated the high levels of contestation that are generated by changes to public squares. The approach to placemaking through the P4C project so far appeared to be navigating around potential conflicts of interest rather than exposing them through practical actions in the squares. The nature of public spaces is that they are contested and if local communities are to be given a degree of responsibility or 'ownership' over the way these spaces are utilised then conflicts of interest need to be brought out into the open. However, it was early days for the new squares and while scores for the exploration of conflicts were quite low, peer reviewers encouraged the local P4C team to continue to assist stakeholders who want to use the new squares in expressing their ideas and preferences, particularly where these were 'controversial' or novel in some way.

## **Planning**

This element of the placemaking process received a mix of scores. Peers were impressed by the diligence with which potential community leaders had been identified and drawn into the project and also with the fact that many placemaking actions were in response to suggestions from the local community. While there was an acceptance that the local P4C team had done all they could, more needed to be done. Community development is a long term process and cannot be confined to a time limited project, such as P4C. The strong NGO network in Eger could be utilised to identify and develop community leaders; the municipality would need to take a low profile and leave civil society organisations to take the lead on placemaking actions. However, this does not suggest that public officials can disengage from placemaking process. On the contrary, this requires the municipality to identify a specific officer who would be there for civil society actors to support them as and when they needed support.

Peer reviewers felt that local actors needed to be challenged more in order to overcome the assumptions and barriers that prevented them from putting forward and leading on placemaking actions. This point was considered to be related to the issue of surfacing potential conflicts of interest mentioned above. One suggestion was to give the squares over to skate boarders or similar activities that are low in regard to the level of organisation required and the control that is possible. This would bring into the open assumptions locals have about the way places should be used, which in turn would identify the barriers people encounter in taking the lead on placemaking actions. While the forward plan for the continuation of the placemaking process was considered to be good, the main weakness was that the local community seemed to have been more passive than active in shaping this plan. If the municipality wants to invest less time and energy in placemaking actions in future then local actors need to take more ownership of the forward plan and be supported in taking the lead on actions. A key target group would be young people. With student accommodation immediately on the main square and the mobile stage being stored and administered by the youth club which is also located next to the squares we have here an excellent opportunity to facilitate the development of community leadership in the placemaking process.

## **Implementation**

Despite the short time that was available to the P4C team to deliver placemaking actions the peer reviewers score as mainly good the degree to which local stakeholders were able to make decisions and lead some of the actions, while the creation of quick wins achieved consistent good and very good scores. The reliance on financial resource to bring about actions led to low scores and the creation of interim uses was also considered to require more attention. Peers felt that there was a need to take more risks. Most of the actions undertaken were planned and delivered in a very professional way, and while this was commendable there was also scope to be 'less organised' and give room to local stakeholders to do placemaking in a more experimental and improvised way. Although it was accepted that there was a need for some financial resources, their availability should not be the sole determinant for the delivery of placemaking actions. More emphasis needs to be placed on communicating the philosophy of community led placemaking to local stakeholders.



## Continuation

Much of the discussion referred to the sustainability of the placemaking interventions that were explored during the visit. A fundamental element of the good practices studied in Dun Laoghaire was that local people had to take responsibility for actions and while the municipality has a key role in building the capacity of communities to do so, it was of paramount importance to avoid to do things for local people all the time. "Avoid doing things for people, focus on doing things with people" sums up the principles applied in Dun Laoghaire. Taking into account cultural values and customary behaviours, peers considered that good progress had been made to establish a basis from which further community development through placemaking could happen. A number of practical suggestions were made which could enhance this process in Eger:

- Evaluate the impact of current placemaking actions and communicate them widely. The agencies that supported the questionnaire survey were obvious targets but the formal local media as well as social media should be used to raise the visibility and communicate the purpose of placemaking in Eger.
- Placemaking methods could be employed to engage agencies charged with the promotion of Eger. The naming of the new Esperanto square provides an excellent opportunity to raise the profile of the placemaking philosophy through channels that would reach a very wide audience in Eger and beyond.
- It is essential to stay 'with' current stakeholders who are engaged; the P4C team needs to stay with stakeholders and use the steering group meetings to draw in more and more activists.
- In future more placemaking actions should be planned for the evenings, after work when residents can take time to undertake some practical leisure or cultural actions.
- Having the obvious organisations involved is a good starting point, for example restaurant, retailers, public agencies and NGOs. Find ways of including less organised interests, perhaps aim to do some work with demographic groups, such as families with children, young as well as older people, and get them to engage with placemaking actions.
- This kind of work requires staff resources and the municipality needs to give careful consideration what role it wants to play. The 'sun model' came up as a way to think about where the municipality should be in the network of actors involved in placemaking: in the centre, on the periphery, a member of many or just a few placemaking networks? What matters is to resource community actions so that civil society can take on the role of 'the sun' where community-led placemaking projects are concerned. While there seemed to be all the resources, skills and opportunities available in Eger to facilitate community-led placemaking, there was a lack of a driving force: "*We have everything for placemaking, but we are missing the sun*".

## Institutional Dimensions

There was insufficient time to discuss the criteria on internal and external collaboration and organisational culture in detail. However, much of the discussion during the peer review referred to institutional issues and below is a summary of the key points that were raised during the peer review:

- Internal collaboration between departments was strong. The outsourcing of many governmental functions to arm's length agencies created an important opportunity to

capture the interest of the leaders of agencies concerned with tourism, culture, economic development or civil society. Their participation, and that of some of the departments of the municipality, in P4C steering group meetings demonstrated an awareness of the importance of placemaking. Collectively these agencies need to give serious consideration of how to resource the continuation of placemaking work in Eger.

- While providing a modest level of resources, the municipality needs to withdraw from position where it is leading placemaking actions and developing a new role of facilitating those that are led by the community. For example, is there an organisation that is already undertaking activities similar to those of placemaking? Could this organisation become 'the sun' of the placemaking process? What resources would need to be invested to build the capacity of this organisation? These are questions the P4C team needs to try and find answers to before the project closes.
- Placemaking is about integration and fosters an active civil society. Therefore the municipality should try to generate a virtuous cycle whereby funding for civil society organisations could be linked to practical placemaking actions, which in turn would grow the capacity of civil society organisations to take the lead on placemaking actions. No rules or regulations have to be change to encourage community-led placemaking, but the way of doing things can and should change in ways that gives more power and freedoms to citizens to express themselves in public spaces.
- The capacity to provide leadership in civil society, government and business is challenged by the placemaking concept. The P4C project has facilitated the creation of a forum where such matters can be explored and developed. The municipality should harness this opportunity and encourage a dialogue on how the use of public spaces in Eger could be governed in an inclusive way.

#### **4. Key messages from the CommUniversity**

The CommUniversity was attended by representatives of traders and resident associations, civil society organisations concerned with the preservation and promotion of the local history and cultural traditions, as well as agencies responsible for tourist attractions and cultural events. The meeting was preceded by a press conference in which the Mayor acknowledged the importance of placemaking as a method to engender dialogue between conflicting interests and the development of social capital in the community. The visiting peers had prepared a short presentation to attendees at the CommUniversity in which the good work so far and the values associated with community-led placemaking was emphasised. Two main points for discussion were put forward:

- Developing people and organisations to take the lead on placemaking, and
- Finding a way of co-ordinating placemaking.

There was consensus that leading the placemaking process takes place at two levels. The first is about leading the development and delivery of a particular initiative and the other is concerned with negotiating different interests and creating a consensus on what should happen. The latter has traditionally been the preserve of the municipality and there was a sense that this could now change. Suggestions included to appoint a 'leader' for a particular square who would facilitate the development and delivery of placemaking actions for a fixed period of time, six months for example. These would be low cost, community-led actions that



would be largely experimental. Such leaders would need to be supported however and this would need to be done by an organisation appointed by the main stakeholders to take the lead on placemaking. Given the diversity of the voluntary sector in Eger it was felt that an existing organisation should take on this leadership role.

Due to it being a main tourist destination, Eger already supports a complex array of placemaking actions which require sophisticated co-ordinating mechanisms. Public agencies, NGOs and private businesses were organising guided tours, cultural events and leisure activities to engage visitors and as far as official events were concerned the agencies responsible already co-ordinated their actions. Civil society organisations, on the other hand, were operating largely in isolation from each other and there are weak links between the 'official' programs of place animations led by public agencies and grass roots activities of civil society organisations. The suggestion was made that the 'Round Table' should be strengthened to take on more of a leading role in relation to placemaking. This should closer liaison with the officer from the municipality who has responsibility for NGO liaison. The creation of additional placemaking actions cannot be expected to be resourced from existing staff or volunteer time and additional, if modest, financial input from partner agencies would be required.

#### **5. Key learning points and suggestions for actions during the remainder of the pilot**

Overall the P4C project in Eger was considered to be a good example of what can be achieved with modest resources in a very short period of time. At the same time, the work to date also shows an over-reliance on the municipality in taking the lead on actions. Related to this is the time limited nature of placemaking actions undertaken to date which seem to depend more on the availability of funding than the ability of communities to undertake placemaking projects themselves. The main learning points include:

- **Stay with people:** Developing the capacity of local associations to continue with the placemaking process is critical at this point. Suggestions on co-ordination and leadership need to be given serious consideration. There is a real interest in the placemaking method, hence the steering group should capitalise on the groundswell of support generated by P4C now and develop a forward plan of placemaking actions based on the contribution local stakeholders are willing to make.
- **Test assumptions:** Public spaces are contested because they are the prism through which very different and often hidden interests come into focus. Rather than using placemaking as a quick fix to animate the squares, explore the motivations that bring people out and try to respond to their needs. These needs are likely to contradict each other, but the process of negotiation will strengthen the social capital needed to bring about community-led Placemaking.
- **Aim for long term change:** As long as placemaking actions are reliant on and driven by budgets, obtaining the commitment of the local community to take the lead on actions is unlikely to be forthcoming. Changing the attitudes of local stakeholders towards their local public spaces should be the overarching goal of a placemaking process, and this includes the attitudes of officials, politicians and leaders of civil society organisations. Hence modest investment in the development of capacity to support community leaders and help in the co-ordination of community-led and municipality-led placemaking is a key priority for the medium and long term. As one

P4C participant said: *"If you need fast change, you need money, you need to be pushy. For long term change you need commitment."*

- **Having a model helps:** The idea of the 'sun' as the centre of networks helped in discussions about the future role of key actors and agencies in Eger. While it may be difficult to develop a model every time people come together to exchange good practices, where a useful model emerges it would be advisable to capture ideas and use them as a point of reference as the project develops over time.

## 6. Overall assessment of progress towards achieving desired results

In preparation of this good practice transfer visit the team from Eger produced a 'baseline' which summarised the current situation and desired changes that might result from the P4C pilot. In terms of adapting and adopting the good practices studies in Dun Laoghaire the following were applied successfully in Eger:

- Place analysis
- Place animation
- Creating quick wins
- Encouraging collaboration across agencies and department

For the future development of community-led placemaking in Eger the following good practices would require further attention:

- Providing information
- Reaching and engaging residents
- Overcoming resistance to change

The table below provides an assessment of progress towards achieving the goals identified in the baseline for this visit. This assessment is based on the outcomes of the peer review process and discussions with local stakeholders presented above.

Desired Outcome	Comments on Progress
1. Placemaking actions continue and succeed to animate the squares	Current interest in the P4C pilot suggests that there is a good likelihood that placemaking actions will continue. So far the art exhibition along the new cycleway is emerging as a tangible example of a continuation of P4C initiated placemaking. The mobile stage and sound system also promise a continuation of community-led placemaking actions. However, much will depend on how such a continuation of placemaking actions is organised and resourced, which is addressed in the points below.
2. Community leaders are supported in developing placemaking actions with local stakeholders	Identifying and developing community leaders is a long term process. A very good start has been made in bringing potential leaders to exchange visits, both as part of P4C but also previously through the SURE project. This effort needs to continue. It is likely to be low key and may involve giving individuals who show promise as potential leaders particular responsibilities, inviting them to informal discussions, funding their attendance at conferences or training to develop leadership related skills, such as communication, presentation or meeting

	<p>management skills. The wealth and deep history of voluntary action in Eger points to a rich source of potential community leaders. It seems that it is officers and politicians who need to change their attitude towards how they want to work with local citizens. Community-led placemaking, which reduces the burden on the municipality to be the funder and lead actor, requires empowered citizens who may demand more freedoms and less control when it comes to expressing their preferences. Decision makers need to face up to this trade-off if they are serious in wanting to promote placemaking principles in Eger.</p>
3. Risks are taken to try out new ways of using or animating places	<p>So far there is little evidence of risk taking and we have very limited indications that this is likely to be a feature of placemaking actions in future. Surfacing expectations and conflicts of interest is integral to undertaking 'risky' placemaking actions. Such actions would need to form a central part of a forward plan if changes in attitudes are aimed for as implied in goal number 6 below.</p>
4. Stakeholders are pro-active and take responsibility for placemaking processes	<p>This goal is closely related to point 2 above. In the medium term it may be advisable to reach the less obvious target groups, such as young people, and encourage them to take the lead on placemaking actions. Suggestions made during the visit, for example appointing a 'leader' for a particular square on a temporary basis, might facilitate a more pro-active approach by such under-represented groups.</p>
5. Future placemaking puts more emphasis on the social rather than the physical dimension	<p>The actions taken as part of the P4C project are all social in character and the discussions during the visit suggest there would be little need for investment in physical changes beyond the completion of the Garrison Square. However, progressing actions under points 2, 3, 4, 6 and 8 are pre-requisites in working towards this goal.</p>
6. The municipality encourages NGOs, traders and residents to become the main actors in Placemaking	<p>The assessment from this exchange visit suggests that there is quite some way to go before this is likely to become a reality. Too many uncertainties remain over the support that will be available to build the capacity of local stakeholders and in changing attitudes as referred to in point 2 above.</p>
7. Place analysis includes the users of the place everywhere in Eger	<p>This is an ambiguous goal that requires clarification. If it means wanting to engage residents from across Eger in exploring how the central squares are and could be used, rather than continuing to focus on those who live and work immediately surrounding the city centre, then this would present an important goal. The network that has been established through P4C would appear to have sufficient reach to engage communities from across Eger. A city wide engagement strategy would need to form part of the forward plan referred to in point 8 below.</p>
8. There is a medium and long term plan for placemaking actions	<p>As this exchange visit took place right at the end of the P4C pilot we cannot encourage Eger to develop a medium term plan before project closure. However, the importance of developing an action plan has been</p>

	<p>identified as a priority in several sections of this report. Some potential actions are already identified, for example the naming of the Esperanto Square and the art exhibition along the cycle way. Other ideas were also mentioned during the visit, for example market days or competition to secure the use of a square for a particular activity. Bringing these ideas together in a simple action plan is an immediate priority.</p>
<p>9. Long term relationships between traders, citizens, public service agencies and the municipality are established</p>	<p>Bringing these different stakeholders together in the P4C steering group is a good start, but the purpose of their relationship needs to be clarified: is it about preventing problems arising on new squares, about encouraging active contributions to placemaking processes, generating innovative placemaking actions or is it about reducing pressures on the municipality? As stated earlier, the assumptions underpinning the placemaking process need to be explored and in order to create long term relationships conflicts need to be surfaced and resolved.</p>
<p>10. The impact of Placemaking is evaluated to assess social and economic benefits for all stakeholders</p>	<p>This learning log provides a useful starting point for an assessment of impact, but as it is primarily concerned with the adoption and adaption of good practices in placemaking this report cannot do more than signposting local actors towards ways of assessing the impact of placemaking. Civil society organisations in Eger will have ways of assessing their social impacts and commercial organisations can assess economic impacts on their businesses. Bringing these stakeholder groups together in the coming months to share how they might want to assess the impact of placemaking in future would be of significant help in designing the action plan referred to in item 7 above.</p>

Hans Schlappa  
10<sup>th</sup> March 2015

## Appendix 1

### Baseline to assess impact Eger

## Baseline for Peer Review Eger, January 2015

### **The current approach towards planning, managing and animating public place in Eger**

- Traders, restaurant owners and citizens have different interests and do not work together to identify shared priorities.
- Conflicts of interests are not resolved through mutual agreement – it is a 'us and them' situation in which you always have winners and losers – as it has no tradition in the eastern block.
- There were unsuccessful attempts to negotiate with the retailers about the developments in the town centre. The main reason of these failures was that the retailers were not prepared to make any compromises - they only considered their own interests.
- That's why the town rehabilitation didn't tend to involve retailers and residents, it became a technical matter undertaken by experts. The rehabilitation was initiated and controlled by the municipality, it was a top – down process.
- There is no organisation which would coordinate the different interests of the traders, restaurant owners, NGOs and citizens. All of them have connections with the municipality, but not with each other.
- There is enough knowledge, but very little capacity and especially financial source in the municipality to support bottom-up projects where the community takes the lead.
- NGOs can fulfil their own ideas. There are risks when NGOs are using public sources (financed by the municipality) and it is obligatory to control the usage of the public money.

### **How the P4C project might change local practices and what might be different in the medium and long term**

- Placemaking actions continue and succeed in animating the squares
- Community leaders are supported in developing placemaking actions with local stakeholders
- Risks are taken to try out new ways of using or animating places
- Stakeholders are pro-active and take responsibility for placemaking processes
- Future placemaking puts more emphasis on the social rather than the physical dimension
- The municipality encourages NGOs, traders and residents to become the main actors in Placemaking
- Place analysis includes the users of the place everywhere in Eger
- There is a medium and long term plan for Placemaking actions
- Long term relationships between traders, citizens, public agencies and the municipality are established
- The impact of Placemaking is evaluated to assess social and economic benefits for all stakeholders



## Appendix 2

### Peer review sheet Eger

**Part One: Focus on the *Place* and the *People***

	<b>Score 1-5</b>	<b>What is done well</b>	<b>What should be done differently or more of</b>
<b>1. Place analysis</b> <ul style="list-style-type: none"> <li>• The problems and potential opportunities associated with the place are being fully analysed</li> <li>• Options are being explored and priorities are identified</li> <li>• Place analysis is based on the active participation of local stakeholders</li> <li>• The vision/goal of placemaking is shared among local stakeholders</li> <li>• Potential conflicts of interest are exposed and solutions/compromises are being explored</li> </ul>			
<b>2. Planning</b> <ul style="list-style-type: none"> <li>• Community leaders are identified and supported in taking a lead in the placemaking process</li> <li>• Proposals for action are based on ideas from local stakeholders</li> <li>▪ Attitudes and assumptions of traders and citizens which are barriers to them putting forward ideas are being challenged</li> <li>▪ There is an action plan for placemaking that is based on suggestions (decisions?) local stakeholders have made</li> </ul>			
<b>3. Implementation</b> <ul style="list-style-type: none"> <li>• Local stakeholders are making decisions on the way some actions are delivered</li> </ul>			

<ul style="list-style-type: none"> <li>• Local stakeholders are leading some actions</li> <li>• Quick wins are created</li> <li>• Doing things with little or no money is attempted</li> <li>• Opportunities for interim uses are being explored or attempted</li> <li>• Opportunities for animations which involve actions led by stakeholders are attempted</li> </ul>			
<p><b>4. Continuation</b></p> <ul style="list-style-type: none"> <li>• There is process which in the medium to long term might change attitudes which are barriers for stakeholders taking 'ownership' of the public place</li> <li>• An independent group of actors led by local people is beginning to take control over the placemaking process</li> <li>• The capacity of local stakeholders to continue the placemaking process is being developed</li> <li>• Evidence about the benefits and also the costs of placemaking is being collected</li> </ul>			

**Part Two: Focus on the *Institution* and its People**

	Score 1-5	What is done well	What should be done differently or more of
<b>1. Internal collaboration</b> <ul style="list-style-type: none"> <li>• Officers from the municipality are actively supporting placemaking actions</li> <li>• Officers work across departments to progress placemaking actions</li> <li>• Resources are shared across departments to support placemaking</li> </ul>			
<b>2. External collaboration</b> <ul style="list-style-type: none"> <li>• Placemaking is becoming a co-ordinated process to which the municipality, traders and citizens contribute</li> <li>• Different public agencies are co-ordinating their work to support placemaking actions</li> </ul>			
<b>3. Organisational culture and attitudes</b> <ul style="list-style-type: none"> <li>• Efforts are made to change attitudes and assumptions about placemaking among officials and politicians</li> <li>• Officers have opportunity to improve their knowledge and skills to engage with communities to encourage placemaking</li> <li>• There are signs that officers might be willing to change established institutional rules or procedures to facilitate placemaking</li> <li>• There is a willingness among officers to include residents in future decisions about the design and maintenance of places</li> </ul>			

Add some additional criteria or an overall comment on the placemaking practice you are reviewing here: