



## Learning Log 3

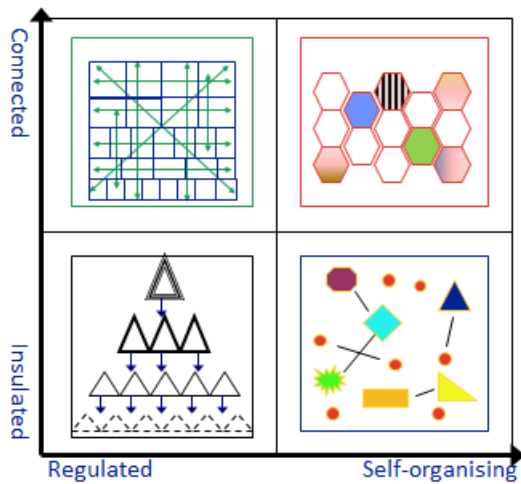
### Good practice transfer workshop in Albacete, Spain 20<sup>th</sup> – 23<sup>rd</sup> October 2014

This report provides a summary of the main results from the P4C good practice transfer workshop in Albacete. It begins with a brief overview of the context in which the transfer of placemaking practices took place, followed by a brief description of the placemaking activities that were undertaken prior to the transfer workshop as well as actions planned for the remainder of the project. 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 residents and traders, officers and politicians. The report concludes with an interim assessment of progress made towards achieving medium and long-term outcomes identified in the baseline developed by Albacete in preparation of this transfer workshop, together with key learning points intended to support the P4C team in Albacete in achieving desired long term outcomes. Further details associated with the workshop, including agenda, meeting report, handouts and presentation slides, are available on the P4C project website.

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

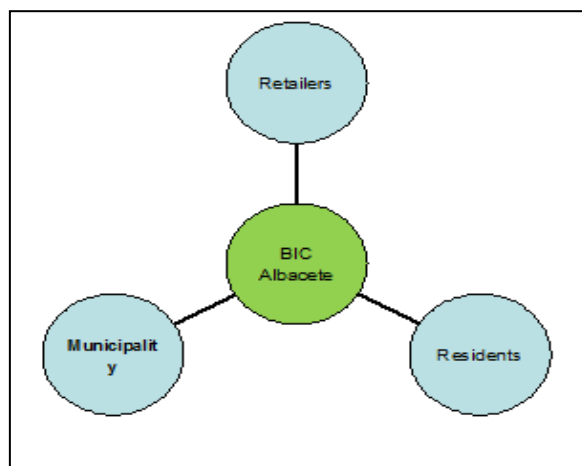
The P4C project in Albacete is led by BIC, a business innovation centre which is constituted as a not-for profit foundation, chaired by the Mayor of Albacete and in regular receipt of funding from the municipality. BIC employs five people and needs to generate a large proportion of its income through services and projects, including a business incubation centre and EU funded projects, such as the URBACT sponsored SURE project in which it was a partner. Its status allows BIC to work across municipality departments and to provide a 'bridge' between citizens and public agencies. As such BIC is largely unconstrained as to the projects it develops and the collaborators it engages with to deliver these projects, provided there is funding to do so. On the other hand BIC does not have 'automatic' or 'internal' access to officials and politicians and much depends on relationships between individuals to make things happen. Compared to public agencies, BIC has very limited capacity to engage in work that has no specific budget, hence there is currently no scope for the continuation of the placemaking actions once the URBACT funding for P4C has come to a close.

When asked how the BIC team perceived the municipality in relation to the matrix below they felt that there was a strong hierarchical element in the way departments operated, hence the pine tree model in the bottom left corner reflected the working culture of officers well. However, to external actors the municipality also appears to be very closely connected internally which reflects the honey comb model in the top right of the matrix. There is little scope or desire to aim for a 'melting pot' approach as practiced in DLR and depicted in the bottom right hand corner of the matrix.



Placemaking 4 Cities | April 1st 2014 | Page 11

BIC developed a model of their role in the placemaking process which is shown below. Being at the centre of separate actors BIC has positioned itself to co-ordinate the actions of citizens, traders and the municipality.



## 2. Description of placemaking activities undertaken

The placemaking actions focus on a boulevard which connects the industrial areas on the edge of Albacete with the city centre. The section that is subject to the placemaking actions is approximately 1.4 kilometres long and is called Boulevard Isabel la Catholica and Menendez Pidal street. The boulevard was refurbished three years ago with uniform paving and seating arrangements. Apart from a large fountain in its centre and lines on trees on either side the boulevard has no features that would define or create smaller spaces with particular functions or character. There are about 100 retailers and restaurants along the length of the boulevard located primarily in the ground floor of residential buildings with 4 – 8 storeys. Most of the retailers are members of the local trades association. Residents are organised through two separate resident associations, one covering the area north to the

boulevard and one covering the southern residential area. There are approximately 1,500 inhabitants in the 'catchment area' of the boulevard.

The team leading the placemaking process has been very active prior to the exchange visit. The main aim of the placemaking process was to bring traders and residents together in practical actions which demonstrated that they can improve the social as well as commercial quality of their immediate environment through simple placemaking actions. In doing so the BIC team tried to apply the following principles and techniques studied in DLR:

- Place analysis
- Place animation
- Reaching and engaging residents
- Developing the placemaking capacity of small traders
- Creating quick wins
- Overcoming resistance to change
- Do as much as possible *with* the community and as little as possible for the community

In collaboration with the Boulevard Business Association and one of the two resident associations a programme of eight events to animate a boulevard was developed. This programme is the result of a development process starting in February 2014 when a group was formed which was willing to actively support the placemaking process. BIC had no personal contacts with local actors and had to develop these through connections that officers in the municipality had to traders and residents in the area. A pivotal step was the 'design thinking workshop' delivered by a specialist consultant in May 2014. This workshop combined place analysis, visioning and planning for real methods to generate ideas on animations that would bring both residents and retailers together in activities which increase social interaction and at the same raise the profile, and ultimately sales, of the retailers along the boulevard (for a report on the workshop see [www. ...](#)). A key constraint was that the municipality did not permit any lasting changes to the physical make up of the boulevard, hence none of the placemaking activities supported by P4C could leave any traces once the event had finished.

As neither BIC nor traders or resident association had the resources or the expertise to develop and deliver the placemaking events it was decided that an event management company was to be engaged to deliver the planned programme of actions. A detailed brief of the planned events was drafted as part of an open call for expressions of interest to deliver the events within a budget of €11,000. Representatives of the P4C placemaking group met with 10 companies to explain the rationale, expected process and desired outcomes of the placemaking actions. Submitted tenders were split into a separate technical specification and a cost breakdown. The first assessment was done purely on the technical specification, costs were then taken into account and after the best proposals had been identified costs were taken into consideration to identify the successful bidder. The chosen company was responsible for the organisation of all practical aspects of the events programme, including specific publicity for each action, and was expected to work alongside resident and traders who were tasked to provide active contributions to each event.

At the time of the transfer visit three placemaking events had taken place in the boulevard, all run on a Saturday from mid morning to early afternoon:

- Traditional games and 'gymkhana' event: This event attracted approximately 110 children and a large number of parents and grandparents. Many older residents who had no children to participate also remained in the boulevard to watch. This event started at 10.30 and was scheduled to finish at 13.30. However, there was very little participation during the early part of the event while it was difficult to stop the event in the early afternoon. Hence all future events were scheduled to run from 11.00 to 14.00.
- Fashion show and shopping day: Ten clothing retailers made their clothes available to 'models' who lived in the neighbourhood, typically young women who were known to traders and residents active in the preparation of the event. The models would combine clothing from different retailers and the moderator from the events management company would explain what was being worn. In parallel retailers were offering a discount on their wares. This event galvanised retailers and residents to undertake a similar event in future because it was a lot of fun and resulted in a significant increase in sales. The event also attracted large numbers of visitors, interest from the media and local politicians.
- Urban gardening and storytelling: Techniques for growing plants in small spaces were demonstrated in the morning. The event attracted more participants than planned and by mid day the organisers had run out of planting and gardening materials. In the afternoon a professional storyteller entertained children and their parents with stories about the neighbourhood and also some magical tricks. Again politicians and television were attracted to the event.

For images and videos of the different placemaking events visit the P4C website or follow these links: <https://es-es.facebook.com/ceeialbacete>  
<http://www.pinterest.com/ceeialbacete/placemaking-4cities/>

A further four events are scheduled to take place before the end of November. These include:

- Graffiti and music workshop: Here young people can practice entertaining the public under the guidance of a professional disc jockey. In addition, one large white cube will be placed on the boulevard and young people will be given the material and support from an artist to create street art on the cubes. The cubes will be removed to a different location after the event.
- Flashmob and shopping day: Using social media young people from the neighbourhood will animate the boulevard through dance and music. In parallel local traders will again offer discounted shopping on this particular day.
- Boulevard 2.0: Using mobile ICT young people will be encouraged to engage in a 'treasure hunt' which will take them through local shops and places as they hunt for clues. There will be prizes for the winners.
- Tappas in a tin: Celebrating local food, restaurants and retailers will come out onto the boulevard to promote their services and products. At the time of the exchange visit there was some tension between the restaurants and the retailers; restaurants had not participated in the development of the placemaking programme despite repeated attempts to engage them; now they felt that the placemaking group was

intruding on their 'territory'. It is not clear how this event will be designed to include the restaurant trade in constructive ways.

- Exhibition: Between 1<sup>st</sup> and 24<sup>th</sup> December P4C will organise an exhibition on the boulevard showing pictures from the placemaking animations. The input from local residents and traders will be encouraged to document and celebrate the neighbourhood in pictures.

All events are energetically promoted through posters and leaflets which were sent to the retailers, associations in the neighbourhood as well as the schools and youth clubs. Weekly twitter and Facebook updates are given and press releases issued. On Tuesdays and Fridays there are radio advertisements and on event days there is a stall in the city centre directing people to the nearby boulevard. In addition, the event management company is undertaking a survey during the event, asking participants how they perceive the actions, how they could be improved and whether they should be repeated. At the time of the visit approximately one hundred questionnaires had been completed and the event management company will provide an initial analysis of the findings in January 2015.

### **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. They were an amalgamation of good practices studied in DLR, key challenges and the aimed for results from the P4C project identified in the baseline prepared for this visit. The peer review framework was based on 27 detailed criteria related to good practice in placemaking organised around seven broad categories. Four categories (place analysis, planning, implementation and continuation) focused on the analysis of the 'place and its people' using 18 specific criteria. Three categories (internal collaboration, external collaboration and organisational culture) intended to explore the 'institution and its people' using 9 specific criteria (see Appendix 1 for the peer review criteria used in Albacete).

The execution of the peer review followed a similar format to that used at the previous visit to Pori but the revised peer review framework, together with most participants being more familiar with the peer review process, quickly led into a deep as well as broad discussion of the placemaking process in Albacete. In total about 5 hours were spent analysing and critiquing 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. Peer reviewers found it difficult to comment on aspects of the placemaking process which were internal to the municipality, such as culture and collaboration between departments. BIC is also not part of the municipality and provides a mechanism for external collaboration for the municipality, hence there was little to be said about this category of the peer review process.

The feedback from the peer reviewers is summarised below, first for the four categories concerned with the 'place and its people' followed by the 'institution and its people'

#### **Place analysis**

This category scored mostly very good and good among the peer reviewers, with some exemplary analysis processes such as the 'design thinking workshop' undertaken with local stakeholders attracting much praise from peer reviewers

[http://urbact.eu/fileadmin/Projects/PlaceMaking\\_4\\_Cities/outputs\\_media/Design\\_Thinking](http://urbact.eu/fileadmin/Projects/PlaceMaking_4_Cities/outputs_media/Design_Thinking)

[Workshop Short P4C.PDF](#). There was much discussion on the primary purpose of the placemaking process: was it about social goals to generate more social interaction on the boulevard or is the main driver an economic one concerned with improving retail in the shops? Peers felt that the argument that both goals had equal weight was problematic because the options for placemaking were not fully explored in relation to community engagement whereas options for increasing footfall and economic activity were very well analysed. This argument also extended to the exploration of potential conflicts of interest. Much of the placemaking actions were based on the assumption that the interests of retailers and residents were identical which may well be the case, but there may be conflicts of interest between different social groups and without a deeper engagement of residents in place analysis it was difficult to obtain the necessary information. However, during the placemaking actions the event management company is undertaking a survey of people participating in the event, many of whom will be local residents. This data will provide valuable insights into how well the actions undertaken reflect the interests and aspirations of residents living around the boulevard. This kind of emerging and on-going place analysis was considered to be very valuable by peer reviewers.

The unwillingness of the municipality to consider any temporary changes to the boulevard was considered to be a clear conflict of interest. The municipality recently re-furnished the boulevard without much consultation of residents and is not prepared to consider any changes to it. Not even short-term changes, such as planting containers, pavement markings for children's play or street art, were considered acceptable. The basis of the permission obtained for each separate event was that at the end of each placemaking activity the boulevard had to be returned to its original state. This was considered to represent a significant constraint on the placemaking actions the community could develop. While peer reviewers accepted that physical infrastructure cannot be changed easily, they felt that the municipality ought to demonstrate a willingness to consider some flexibility where community led placemaking was being attempted.

## **Planning**

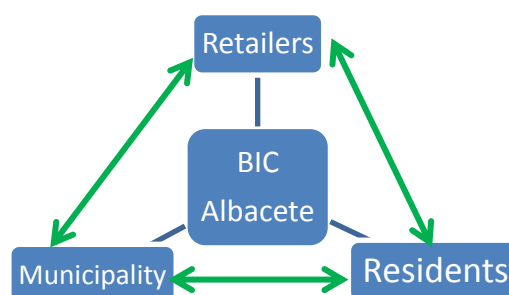
This element of the placemaking process received a mix of scores ranging from good to poor. The technical aspect of the placemaking process was executed with the outmost precision and professionalism. Peers were impressed with the innovative nature of the animations, the active participation of local actors and also with the degree of publicity and communication related to the events. Weak points were considered to be a lack of evidence that efforts were being made to identify and develop community leaders. BIC and local stakeholders designed and contributed to all the placemaking actions but the needed capacity for the actual preparation and delivery of events had to be brought in through a professional events management company. Despite this, there was a sense of inertia in relation to the chairs of these associations who seemed to require the input of others to make placemaking happen. Creating new leaders who were willing to take future placemaking initiatives forward was considered to be a priority. A key target group would be parents who take their children to placemaking events; involving them in planning and execution of the next placemaking project could be initiated by taking their contact details during the events.

## Implementation

Despite the excellent delivery of the placemaking programme there was a mixed score board in this category. Creating quick wins, creating opportunities for residents to engage in the placemaking process and involving local stakeholders in decisions on the placemaking actions received good and very good scores. Neutral or poor scores were given for a lack of local actors leading on placemaking actions and for exploring opportunities for interim uses of the place. Generally poor scores were given to the criteria 'doing things with little or no money' because the entire placemaking programme was predicated on the availability of a budget well in excess of €11,000 once BIC costs are taken into account. There was little to suggest that placemaking actions would happen in future without an available budget to pay for actions. However, peer reviewers accepted the argument that this P4C project could only be delivered through a contracted service provider because there was very limited capacity among stakeholders to run placemaking events themselves. Cultural and institutional reasons, such as established routines of working between trades association and municipality departments, represented barriers to community led placemaking. These barriers were identified and challenged through the P4C pilot and as a result future placemaking projects are likely to start from a better position, with more capacity in the local community to initiate and lead on placemaking.

## Continuation

This category received the lowest scores out of the four categories concerned with the exploration of the 'place and its people'. While there was some evidence that the attitudes of traders were being challenged and perhaps were also beginning to change, there was concern that there was no plan of action to develop the capacity of local actors to take the placemaking process forward. The P4C project has contributed towards the development of relationships and built more personal contacts in the community, this needs to be harnessed now in order to generate momentum for a forward plan. Creating new local leaders was identified as a key task in the previous section, but there was also concern over the sustainability of any of the impressive placemaking actions without a continued input from BIC. The model referred to in section 1. above which BIC depicts as the centre co-ordinator of the stakeholders was found to be a useful way of identifying the need for on-going support if placemaking is to continue in Albacete. However, the goal of such support would be to create or strengthen the direct linkages between the stakeholders so that the 'centre' truly becomes a co-ordination and facilitation, rather than the provider of much of the placemaking actions that the stakeholders desire and benefit from. The diagram below aims to illustrate this.



### **Internal Collaboration**

The extent to which departments of the municipality changed the way they collaborated to bring about the placemaking project was difficult to assess. BIC was created as an arms-length organisation by the municipality to undertake precisely the kinds of collaborative projects like P4C and there was some debate about the advantages and disadvantages associated with such an institutional model. However, the overall assessment of the extent to which officers engaged with the placemaking process was poor. Officers seemed to 'go through the motions' by adhering to established protocols and rules, treating the P4C project like any other event that might have taken place in Albacete. While local politicians were actively supporting the project during the events there seemed to be a gap between their enthusiasm for the pilot actions of P4C and efforts to establish a strategic framework which would encourage similar actions in future. There was a sense that officers and politicians lacked comprehension of the strategic importance placemaking has as a tool that empowers local actors to take practical actions at times of budgetary austerity and economic decline. However, the reviewers also acknowledged that cultural differences accounted for much of the contrasting approaches observed in DLR and those of Albacete. Parallels were drawn with the results of the Pori peer review which also identified difficulties in changing attitudes and working practices in public agencies.

### **Organisational culture**

The P4C project was seen as a well organised attempt to change assumptions and attitudes towards placemaking among officers and politicians. However, officers did not seem to take advantage of the opportunities the P4C project offered to learn about and engage with the placemaking process, or to consider changing rules and procedures to facilitate community led placemaking. Hence the scores given here were generally low.

### **External collaboration**

As BIC was established to fulfil a bridging function between municipality and external stakeholders there was little to suggest that officers of the municipality would consider taking on such a function as part of a placemaking process. Peers viewed this as a problem because the municipality retained complete control over the processes through which places are shaped while avoiding getting directly involved with local actors who might want to change the places they use.

#### **4. Key messages from the meeting with representatives of the traders and residents associations**

Three representatives joined the P4C team to discuss the emerging findings from the review process. The peer review team posed three questions to the visitors:

- What have you learned from the placemaking process?
- What might your future role be in relation to placemaking?
- What support would you need for a continuation of the placemaking process?

Representatives identified the fashion show as the most successful event so far and illustrated what they had learned about organising a similar event in future. In terms of their future role they did not see themselves as taking the lead in developing a programme of place animations but would rely on support from an agency like BIC, unless sufficient funding was available to pay a company to arrange all the logistics associated with



organising the event. Such funding would need to be in addition to the resource the municipality already makes available to the traders association for promotion of their locality.

The discussion then focused on the continuation or repeat of the P4C placemaking process. Both residents and traders spoke of a lack of time and also skills to make a similar event happen in future. Paperwork was identified as one of the biggest barrier to placemaking and while there were no financial costs associated with permissions for place animations traders felt that more support could be given to them because the municipality also benefited from the efforts made by local traders. The representatives reported interest from other residents and retail associations in Albacete who wanted to know how the placemaking events were organised. The peer reviewers suggested that this could be used to raise the profile of placemaking across the city and share the expertise that had been built up through this pilot, but there was a sense of competition for scarce resources between these associations and limited trust to create a joint placemaking initiative which would go beyond the immediate neighbourhood. Hence local associations are likely to develop a similar programme next year but just for themselves, hoping that their 'track record' will give them an advantage in the competition for funding.

#### **5. Key messages from the meeting with officers and politicians**

The Head of Urban Mobility and the Head of Social Services attended together with their respective committee chairman and chairwoman. The P4C team explained the nature of the pilot and shared some of the insights gained during the review process. A key issue was the need to resource a co-ordination function after the pilot project had closed and also that the municipality might build on the expertise developed through P4C by including community led placemaking as integral of the retail strategy for Albacete. During the meeting it transpired that the Social Services Department employed an officer who could assist with engaging residents in the placemaking process and, furthermore, that a meeting was about to take place at which the five year budgetary framework for Albacete was to be discussed. BIC was invited to this meeting in order to make the case an ongoing support and co-ordination function for community led placemaking in the city.

There was little debate about the development of a retail strategy that would include placemaking but reports from the peer review team about the costs and bureaucracy associated with obtaining permissions for placemaking events were rebutted vigorously. The process of obtaining permissions was considered very simple and did not involve charges or fees for actions such as those undertaken by P4C. The problems raised by retailers in this regard did not seem to reflect the administrative realities as perceived by the head of the department responsible for the granting of such permissions.

#### **6. Learning points and suggestions for actions during the remainder of the pilot**

This report can only capture the main issues and suggestions made during the peer review process which was rich in detail and deep in its exploration. Overall the P4C project in Albacete was considered to be an outstanding example of what can be achieved with modest resources and the active support of traders. At the same time, the work also shows the time limited nature of interventions which depend more on the availability of funding than the ability of communities to undertake placemaking projects themselves. The main suggestions made include:

- Use social media to generate debate: The excellent marketing and communications strategy deployed by BIC uses social media to disseminate information about placemaking. This is commendable but could be enhanced by generating a dialogue with users. Those who engage with Facebook or Twitter could be asked their views on what should be done differently or more of, what they might do themselves, or how could the placemaking activities be delivered differently and so on.
- Encourage delivery of other peoples' priorities: Rather than creating a programme of placemaking events for the purpose of placemaking, try to generate activities which respond to peoples' needs, for example for playgrounds or places young people can use to socialise. These needs then become drivers for placemaking and are an effective way of engaging with local stakeholders.
- The questionnaires completed during the placemaking actions are like 'gold dust': Make sure the data is carefully analysed because this will provide very important pointers for the development and delivery of future placemaking projects. During the survey try to find out who might be interested in taking part in placemaking and get in touch with them as soon as possible. As part of the evaluation ask the events management company what would help them to make the process easier and more effective.
- Plan for the future now: Developing the capacity of the local trades and residents association to continue with the placemaking process is critical at this point. A plan of action for next year should be developed in January and February 2015 while the P4C pilot is still active. In doing so try to avoid simply repeating all or part of what happened under P4C, instead suggest that each year 30% of actions should be new. Engage with the municipality to begin a discussion on resources to secure the ongoing support of placemaking. Funding for new placemaking projects could be tapered, for example: 100% in year 1 based on the P4C pilot costs; 50% in year 2 and 20% in year 3.
- Repeat placemaking in other parts of the city: Raise the already high profile of placemaking by engaging with other parts of the city; most retailers will want to see their turnover increase and moreover see a closer connection with their local customers. Feeding the success story of P4C placemaking into the retail strategy process should also be attempted.

## **7. Overall assessment of progress towards achieving desired results**

In preparation of this good practice exchange visit the team from Alabcete 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 DLR the following were applied successfully in Albacete:

- Place analysis
- Place animation
- Developing the placemaking capacity of small traders
- Creating quick wins

An aspects of good practice that was less successfully applied was

- Do as much as possible *with* the community and as little as possible for the community

For the remainder of the P4C pilot it is anticipated that the remaining two good practices will be expanded upon:

- Reaching and engaging residents
- Overcoming resistance to change

The table below provides an interim 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. Long term relationships between retailers and residents have been established	Bringing members of the residents and retailers associations together to formulate a programme of placemaking actions is a good start. The purpose of this relationship needs to be clarified: is it about helping retailers sustain their businesses in the neighbourhood or is it about retailers assisting residents in creating better social interactions on the boulevard? One of the peer reviewers commented that the traders depend on local residents to sustain their businesses. This would suggest that it is retailers who need to take the lead on creating and sustaining the relationships. The remainder of the P4C pilot should be used to make traders understand this and generate a determination from their side to see resident engagement as a strategic objective for their local business strategy.
2. Placemaking actions continue and succeed to animate or dynamize the boulevard after the P4C project ends	At this point in time local actors appear to make future placemaking conditional on the availability of funding. The important role of BIC in encouraging and co-ordinating placemaking was emphasised during the peer review. Securing resources for staff to provide this facilitation role would reflect the practices observed in DLR. Developing the capacity of local actors to run placemaking provide a more sustainable future of placemaking and also creates the social capital P4C partners were so impressed with then they visited DLR.
3. Residents and traders come together in "working groups" to generate and lead placemaking actions	This is related to point 2 above. However, the current energy generated through the implementation of the P4C pilot should be capitalised on. Finding new 'leaders' appears to be the key task that needs to be performed while placemaking is happening in the boulevard.
4. There is a medium and long term plan of placemaking actions which is led by local actors	There clearly is a desire to repeat placemaking actions next year. BIC needs to bring a larger group of stakeholders together to create discussion on who would do what next year. The actions need to be led by local traders and residents as much as possible with BIC playing a facilitation and support role. The survey results should be a key source of information for this.
5. The identity of the place has been improved and its reputation has been enhanced across the city	The survey results will provide an indication of the extent to which this goal is being achieved, but media coverage so far together with inquiries from other traders and residents associations in the city indicates that the profile of the boulevard is increasing across the city. Social and traditional media might be used to engage with people

	who do not live around the boulevard in order to ascertain
6. Placemaking practice is integrated into the "Local retail dynamization plan 2015" for the neighbourhood	At this point it is difficult to ascertain whether this is likely to happen but a review of progress on this goal at the end of the P4C pilot would provide a reliable indication about the extent to which this goal can be achieved over the medium and long term.
7. The placemaking practices tested in this pilot will be replicated in other neighbourhoods of Albacete	Current interest in the P4C pilot from other residents and traders association suggests that there is a good likelihood of placemaking actions being replicated in other parts of the city. The parochial attitudes of traders should be challenged and BIC should arrange a workshop or discussion forum to which all associations in the city are invited in order to share the experience and the effective practices that the P4C pilot developed in Albacete.

Hans Schlappa  
14<sup>th</sup> November 2014

## Appendix 1

Baseline to assess impact Alabacete

# Baseline for transfer of Placemaking practices in Albacete, October 2014

## ***The current approach towards managing and animating public spaces in Albacete***

- Citizens are not used to collaborate, to share opinions, ideas and make commitments towards shared goals.
- Resident's association are not dynamic and active in designing, proposing and implementing actions.
- Lack of coordination among retailers, residents, older and younger people in the neighbourhood
- Where stakeholders organise themselves they usually work in a vertical way, taking a 'silo approach' to their work and make no attempts at establishing structures that would facilitate ongoing collaboration between their interest groups.
- Very limited sharing of resources, co-ordination of decisions and actions.
- Lack of placemaking and community development expertise in municipality and local resident associations
- Local actors identify with the place but not the residents or traders association which are influencing decisions on the way the place is designed, maintained and used
- The target area of the placemaking project is located between two neighbourhoods which is a barrier to residents organising placemaking actions.
- Lack of initiative of the municipality in adopting innovative approaches towards citizens engagement and community development
- Lack of collaboration between municipality departments

## ***How the P4C Project might change local practices and what might be different in 2015 - 2016***

- Long term relationships between retailers and residents have been established
- Placemaking actions continue and succeed to animate/dynamize the boulevard after the P4C project ends
- Residents and traders come together in "working groups" to generate and lead placemaking actions
- There is a medium and long term plan of placemaking actions which is led by local actors
- The identity of the place has been improved and its reputation has been enhanced across the city
- Placemaking practice is integrated into the "Local retail dynamization plan 2015" for the neighbourhood
- The placemaking practices tested in this pilot will be replicated in other neighbourhoods of Albacete

## Appendix 2

### Peer review pro-forma Albacete

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

	Score 1-5	What is done well	What should be done differently or more of
<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 residents</li> <li>• Potential conflicts of interest are being explored</li> </ul>			
<b>2. Planning</b> <ul style="list-style-type: none"> <li>• Community leaders are identified and supported in leading the planning process</li> <li>• Proposals for action are based on ideas from local stakeholders <ul style="list-style-type: none"> <li>▪ Attitudes and assumptions of local stakeholders which are barriers to putting forward their own ideas are being changed</li> <li>▪ The action plan is based on decisions local stakeholders have made</li> </ul> </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> <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 led by residents are being explored or attempted</li> </ul>			



<ul style="list-style-type: none"> <li>• Opportunities for animations which involve resident led actions are attempted</li> </ul>			
<p><b>4. Continuation</b></p> <ul style="list-style-type: none"> <li>• Residents attitudes which are barriers for them taking 'ownership' of the public place are being changed</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 the placemaking project</li> <li>• Resources are beginning to be shared across departments to support placemaking</li> </ul>			
<b>2. External collaboration</b> <ul style="list-style-type: none"> <li>• Collaboration between the municipality, traders and local residents to support placemaking is growing</li> <li>• Collaboration between public sector agencies to support placemaking is growing</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</li> <li>• Officers have opportunity to improve their knowledge and skills to engage with communities</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:**

