



**IT'S  
YOUR  
PLACE**

# Vibrant and inclusive local places through placemaking - a framework

September 2019



M METRO

Platforms

DRY  
CLEANING



Photo: Mural at Auburn Station

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# Chapter One

# Introduction



#BURWOODVILLAGE



# Placemaking: It's your place!

Placemaking is a holistic, hands-on approach to creating people-centred places for the health and wellbeing of our community. It involves the re-imagining and activation of spaces to create vibrant, memorable and social places and precincts where people feel a sense of belonging.



## Placemaking Partners

Placemaking involves the community, stakeholders and Council working together to plan, design, develop, activate, manage and evaluate spaces, neighbourhoods and precincts.

## Placemaking Process

Placemaking is a long-term, future-oriented process that recognises the uniqueness of a place. It involves listening to the people who live, work, visit, study and play in a place to discover their needs and aspirations. It uses short and long-term interventions to build on the place's existing qualities.

## Placemaking Goals

The goals of placemaking are to strengthen the connection between people and places, and to improve social, economic and environmental sustainability and the community's health and wellbeing.

# Placemaking in action

Placemaking can improve the health and wellbeing of our community by transforming small or large spaces, such as car parks, laneways, local parks, shopping strips, neighbourhoods or entire precincts.



It is characterised by an action learning process that adapts and unfolds over time to support sustainable changes to physical, economic and social environments and to protect the natural environment.

# Strategic context

The Boroondara Community Plan 2017-2027 sets out the 10-year vision for our future based on the values, aspirations and priorities our community told us were important to them.

It includes Council's Municipal Public Health and Wellbeing Plan, which ensures our community's health and wellbeing is at the centre of everything we do. Our placemaking approach will play an important role in working with our community and stakeholders to deliver on the overall vision and key strategic objectives of the Boroondara Community Plan.

**"A vibrant and inclusive city, meeting the needs and aspirations of its community."**



## Community Services & Facilities

Community services & facilities are high quality, inclusive and meet a variety of needs now and in the future.



## Parks & Green Spaces

Inviting and well-utilised community parks and green spaces.



## The Environment

Our natural environment is healthy and sustainable for future generations.



## Neighbourhood Character & Heritage

Protect the heritage and respect the character of the City.



## Getting Around Boroondara

Travel options that are connected, safe, accessible, environmentally sustainable and well-designed.



## Local Shops & Businesses

A vibrant local economy and shops that are accessible, attractive, and a centre of community life.



## Civic Leadership & Governance

Ethical, financial and socially responsible decision making.

# Purpose of the framework

The purpose of the Placemaking Framework is to outline Council's new approach to the way we understand, design and deliver our public spaces for the wellbeing of our community.

It will outline our placemaking approach, the guiding principles, benefits and key steps involved in creating vibrant and inclusive local places in Boroondara. It also includes examples of placemaking initiatives from around the world to inspire and generate ideas for our places.



# Working in partnership with our community

Creating vibrant and inclusive places starts with people.  
“Placemaking inspires people to collectively re-imagine and reinvent spaces to become places at the heart of every community”.<sup>1</sup>



## The Community

The community provides valuable insights and an informed view of how a place functions. Importantly, the community brings an understanding of what people value from a variety of perspectives as the community is not homogeneous.



## Key Stakeholders

Stakeholders will vary across placemaking projects and could include traders, property owners and representatives of community organisations. Together, they will contribute to an understanding of place and the development of a shared vision for local places.



## Council

Council will work collaboratively with our community and key stakeholders to help build community capacity to contribute to the creation of vibrant and inclusive local places to improve our community's health and wellbeing.



Photo: Canterbury-Bankstown Future Street [www.iotaustralia.org.au](http://www.iotaustralia.org.au)

1. Project for Public Spaces [www.pps.org](http://www.pps.org)

# Placemaking: guiding principles

The principles below provide guidance on the creation of vibrant and inclusive local places for people.

## 1. Listen to the community



The community that regularly uses the space can provide valuable insights into how the area functions, an understanding of critical issues and can identify what is meaningful to people.

## 2. Collaborate with the community and key stakeholders



We will work in partnership with the community and key stakeholders to develop a shared vision for the place.

## 3. Create a culture of possibilities



We will inspire possibilities through applying best practice approaches to placemaking in Boroondara. We will review Council processes to become more flexible and agile to realise ideas.

## 4. Celebrate what makes a place unique



We will celebrate the unique identity of the place by understanding the community's shared stories, local memories, history and connection to a place, as well as the place's heritage, character and strengths.

## 5. Be future focused



We will design places for the future, which are safe, technology-enabled and environmentally sustainable, to enhance people's experience of the place. This will include meeting our obligations under Australia's Strategy for Protecting Crowded Places from Terrorism.

## 6. Start by doing



We will trial new ideas to explore potential opportunities that enhance and revitalise the place. We acknowledge that not all trials will succeed and we will apply an action learning model to inform future actions.

# The benefits of placemaking

A place-led approach to creating vibrant and inclusive local places works best when done in partnership with our community and key stakeholders. The key benefits of placemaking are outlined below.

## Empowered and engaged communities



Communities that are involved in the placemaking process are more likely to feel a sense of ownership and connection with the local place and to play an ongoing role in its future.

## Stimulating economic growth



Vibrant and inclusive local places will attract people to live, work, visit, study, shop and play. This will encourage local economic sustainability.

## Enhanced social interaction



Placemaking can improve health and wellbeing by encouraging people to interact with each other and their community in their local place and by participating in activities.

Working together, we can maximise the value of our public places for the long-term benefit of our community.

### Demonstrating what is possible



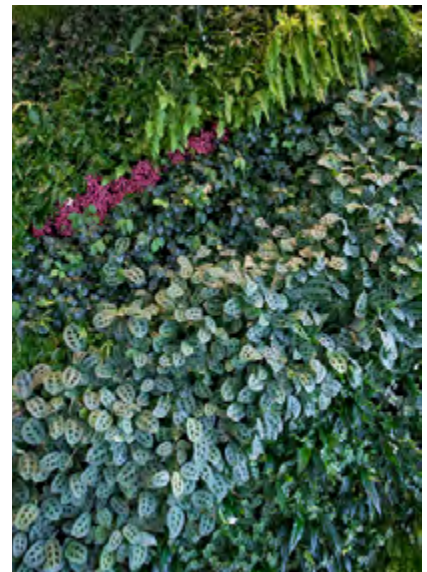
Trial activities, events or infrastructure that are new or different enabling the community to see what is possible and encouraging them to think differently about how the place could be used.

### Turning 'spaces' into 'places'



Working with the community, physical spaces can be turned into 'places' where the community can create memories and experiences.

### Improved environmental sustainability



Places can become more environmentally sustainable through the placemaking process by adding greenery, improving walkability or providing shelter to protect people from the elements.

A close-up, side-profile photograph of a woman with glasses and a black tank top, sitting at a table and playing chess. She has her hand resting on her chin, looking intently at the board. The chessboard is green and white checkered, with black and white pieces visible. The background is slightly blurred, showing other people and chessboards, suggesting a tournament or club setting. The lighting is warm and focused on the player.

# Chapter Two

# **Our Approach**



# Placemaking: our approach

The following steps outline the process we will follow when we work with our community to improve their health and wellbeing by designing vibrant and inclusive local places in Boroondara.



The scope of the work undertaken in each step will depend on the size of the place at the centre of the project.



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# Step 1 - Understanding Place

We will undertake background research to develop a comprehensive understanding of:

- Who uses the place, when they use it, and how they use it?
- How does the place currently function?
- What are the site issues and opportunities?

This could involve:

- Reviewing the Boroondara Community Plan and other relevant Council strategies and documents.
- Reviewing historic and background documents about a place to develop a place narrative for the past and present.
- Undertaking an urban design analysis to identify the existing features and opportunities of the place.
- Undertaking a physical infrastructure and environmental sustainability analysis.
- Mapping the social, cultural, economic and environmental assets of the community to identify the strengths and resources of the place.
- Undertaking an economic analysis to understand the business vacancy rates, financial viability, economic parameters and drivers of the local place.
- Analysing traffic and parking conditions to identify existing access and movement patterns by pedestrians, cyclists, cars and public transport and identifying whether access to the place can be improved.
- Undertaking a site analysis to understand the existing zones, overlays, built form guidelines and heritage assessments.
- Identifying trends that will impact on the place in the future such as digital technology.
- Researching case studies of both local and international best practice urban renewal/placemaking projects.
- Identifying and beginning to talk with key stakeholders.

At the end of this stage, we will have developed a **comprehensive place narrative** that identifies baseline data about the key issues, challenges, opportunities and future options for the site. We will also have identified the **key stakeholders** we will continue to work with in the following stages.

## Step 2 - Imagining Place

**We will talk with the community to build on our preliminary understanding of the place to identify their vision and ask them questions, including:**

- **What is special and unique about the place?**
- **What aspects are most important and valued?**
- **What are the broad aspirations for the place?**
- **How should the place evolve?**
- **What are the big ideas for improving the place?**

We will use a broad range of communications and engagement strategies to ensure we capture the views of a wide variety of stakeholders, as well as people from different life stages and backgrounds. Engagement and data collection methods could include:

- Online, telephone and paper surveys to capture blue-sky thinking about the vision for the place.
- 'Walkshops' of the local place to explore what the community values and what could be improved.

- Rapid feedback methods, such as post-it notes, chalk boards and wishing trees in and around the local place to capture ideas and stories.
- Workshops with key stakeholder groups to generate ideas.
- Hands-on visualisation methods of generating ideas, such as sketches, interactive maps and models.

**At the end of this stage, we will have captured the community's ideas and aspirations for the future of the local place.**



## Step 3 - Prioritising Ideas

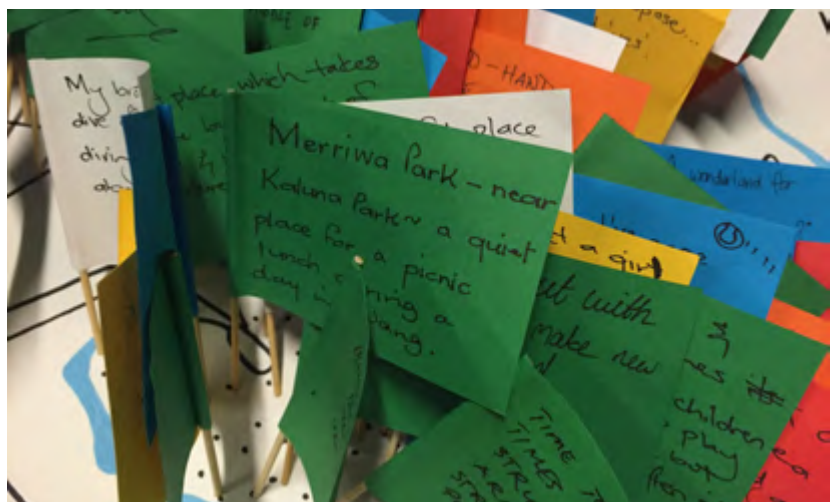
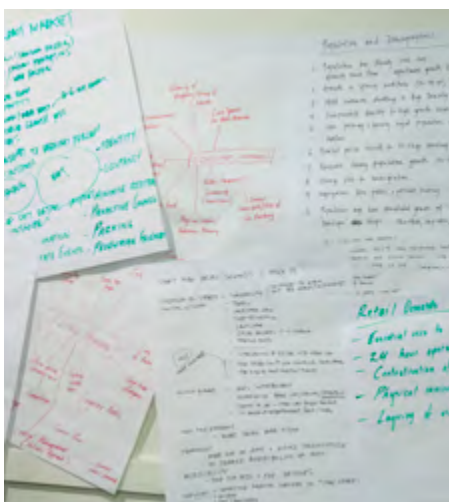
We will report back to the community on the findings from the previous stage to check we have captured their vision and ideas for the future of the place.

We will also work with the community to prioritise their ideas and actions.

This could involve:

- Ranking priorities.
- Exploring the trade-offs of the projects.
- Data collection methods could include:
  - Online, telephone and paper surveys to prioritise short, medium and long-term projects.
  - Workshops to prioritise projects and problem solve trade-offs.
- Activities to help visualise the overall effect of the projects on the area.

At the end of this stage, we will have developed a comprehensive understanding of the community's vision for the place and place-users' priorities for short, medium and long-term projects to make the local place more vibrant and inclusive.



## Step 4 - Planning Place

**We will analyse the information gathered in the previous stages to develop a Place Plan or road map for the future of the place.**

**The Place Plan will outline the shared vision for the place and recommend a comprehensive range of short, medium and long-term projects.**

The Place Plan will guide how Council and the community can work together to make the local place more vibrant and inclusive. The Plan could include:

- An overall place narrative, which identifies what makes the place unique and attracts and links people to it.
- The community's vision and key themes and principles that will guide future projects in the place.
- Identifying short, medium and long term projects that Council can work with the community to implement.
- Partners that Council will continue to work with to implement the Plan, including community groups, key stakeholders and State Government departments.
- Identifying baseline place criteria to measure placemaking success.

**We will consult with the community on the draft Place Plan to make sure we have heard what they told us. At the end of this stage, Council will have adopted a Place Plan for the local place that provides a clear direction on the projects we will implement with the community in the short, medium and long-term.**



# Step 5 - Transforming Place

To support the development of specific projects, we will develop and facilitate ongoing partnerships with the community for shared ownership, management and implementation of the Place Plans.

This stage will take a number of years and could involve:

- Implementing activations, such as events, installations and programs.
- Upgrading infrastructure.
- Implementing new policies.
- Updating urban design frameworks.
- Maximising opportunities for retail/hospitality, commercial and residential development.

**This stage will be an ongoing process that will enable us to work with the community to bring their vision for the local place to life.**



# Ongoing processes - responsive placemaking

Depending on the size of the project, we may implement quick-win ideas throughout each of the preceding stages.

We will work with the community to co-design and implement these projects.

These quick-win projects could include:

- Activations that happen in a local place for a period of time (e.g. furniture left in a local place for a month).
- Running events for a period of time (e.g. music every Friday night for a month in a local place).
- Installation of infrastructure projects that respond to the community's aspirations (e.g. public art in a local place).

The projects will enable us to test ideas for improving the vibrancy and inclusiveness of a local place and also to show the community what is possible. This may encourage the community to **think differently about what is possible** in their local place as we develop the vision for the place with them.



# Ongoing processes - evaluating place

**We will undertake a process of ongoing maintenance, monitoring and evaluation of our partnerships and the short, medium and long-term projects implemented throughout each of the five stages.**

Evaluation will help us measure the effectiveness of the projects and partnerships and will enable us to make improvements as required. Evaluation techniques may include:

- Tracking trends against baseline place criteria.
- Surveys to capture the community's views on the projects and the feel of the place.
- Observing how the place is functioning and being used.
- Assessing partnerships developed with the community and key stakeholders to monitor their effectiveness and success.
- Reporting on Place Plan progress.

**The outcomes of the evaluation will inform future projects in the local place and throughout Boroondara.**





Photo: Markham Reserve, Ashburton

# Chapter Three

# Inspiring

# Possibilities



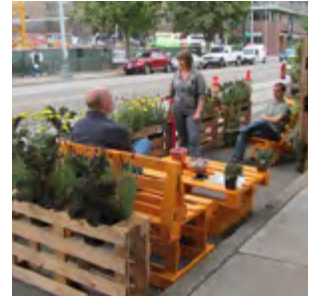


# Some inspiring possibilities

**Activations and interventions in a space have the ability to transform and inspire, and to evoke emotions, such as delight, pride and belonging.**

They can tell the story of a place, herald a sense of destination and not only excite but also engage, inform and educate. Whether reminiscent of the historical narrative of a place, or a projection of future aspirations, they can ensure that a place is dynamic, fun, interactive and authentic. Places then act as a magnet for people to linger longer and return, engendering place prosperity and sustainability.

Activations and interventions may occur in the form of temporary pop-ups, events, festivals, markets, spectacles or as permanent installations, such as street furniture, landscaping and art. They may also include long-term revitalisation of larger areas (neighbourhoods or precincts) to create significant new places, such as cultural or entertainment precincts.





# Some inspirational elements

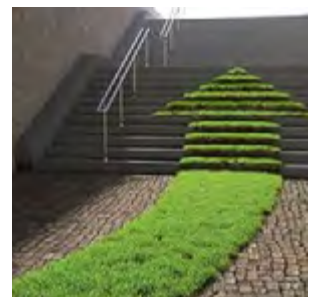
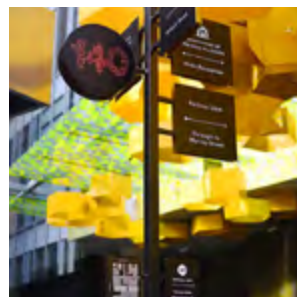
**Street furniture** - often generic and utilitarian, street furniture can be transformed to be reflective of a place - whimsical, artistic, temporary or permanent - but always functional.



**Future Streets** - whether it be 5G, the Internet of Things, driverless cars, or virtual and augmented reality - our places are set to become embedded with smart technology and green infrastructure.



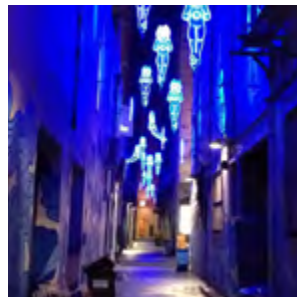
**Signage** - it does not always have to be practical and serviceable. The purpose of signage is varied: it can herald a sense of arrival or direct, educate or interpret a place. It can also be attractive, sculptural, creative, even whimsical and, above all, still functional.



**Greening** - embedding a sense of nature and greenery into a space for shade, respite and relaxation. Not only beautiful but environmentally friendly.



**Lighting** - transformative. Highlights assets, such as a beautiful tree or an historical façade. Creates surprise and drama. Denotes festivity. Can be temporary or permanent, such as festoon, fairy or up-lighting.



**Play** - opportunities to engage with activities purely for fun and enjoyment.



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**Performance** - music, poetry, film and dance can imbue a space with a myriad of moods, vibrancy, and a sense of the extraordinary.



**Food trucks** - clustering a group of vibrant, edgy food trucks to transform a place with tastes and aromas not otherwise available, adds interest and draws a crowd.



**Public exhibition spaces** - provide spaces as a platform to showcase the local strengths and talent of a place for all to enjoy.



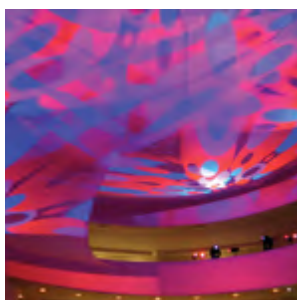
**Laneways** - renowned throughout Melbourne as open air gallery spaces, alfresco dining nooks and exceptional sites for temporary pop-ups and activations, laneways are hidden gems ripe for discovery.



**Site specific interventions** - surprise, delight, entertain, green, introduce creative expression - and wait for people to engage.



**Shade structures** - only limited by the imagination. A shade structure can become a sculptural piece, which can add a 'wow' factor.



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**Street art** - energising elements of surprise, which transgress all art mediums, are used as a method of beautification of public spaces from laneways to silos, traffic signal boxes to ugly brick walls. Art can be used as an adornment or to interpret the cultural and social essence of a place.



**Workshops** - a great engagement tool that can get place-users of all ages and abilities together to imagine and co-design places using activities, such as brainstorming, walk-throughs, visualisation and play.



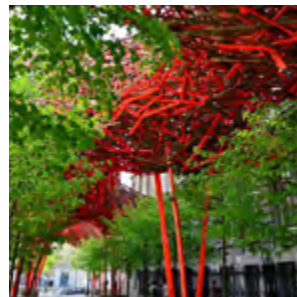
**Transport infrastructure** - adds colour and creative flair to shelters and bike racks. Create bike and walking paths with green elements and points of interest that inspire people to use alternative modes of transport.



**Gateways** - provide a sense of welcome and destination with a gateway installation that speaks to your place.



**Gardening** - gardening and growing and sharing local food, is an important component of resilient and sustainable communities and local food systems. Community gardening has a wide range of potential benefits for community health and wellbeing, the environment and even the local economy. Community-based gardening can foster the physical, mental, social and spiritual wellbeing of our community. Individually, plant a pot of colour flowers or install a hanging basket.



# Placemaking case studies

## Eastland Shopping Centre

Eastland Shopping Centre is located in Ringwood. Since opening in 1967, it has been through a number of traditional rebuilds and expansions. In 2015, a \$665 million transformation was launched, which was the outcome of a 15-year vision that evolved from a collaboration between a developer, Maroondah Council and the State Government in a major public-private partnership.

The design placed the local community at its heart creating a new town square - which was modelled on a medieval town square plan - incorporating public open space, restaurants with alfresco dining options and retailing. Other elements of the broader development included a library, a co-working hub, a 120-room hotel spanning five levels atop the centre, and integrated access to an upgraded rail station.

The architecture takes inspiration from the natural beauty of the Yarra Ranges and surrounding region. More than 350 specialty brands now reside in the 131,000m<sup>2</sup> shopping centre. The public gardens, planted with fresh herbs and flowers around the town square, host events and pop-ups, such as a fine design twilight market, outdoor cinema screenings and music concerts, and they also incorporate public art and seasonal installations.



Main plaza at the Eastland Shopping Centre



Outdoor activity at Eastland Shopping Centre

## Activate Oxford Street, Woollahra Council

Since 2014, Woollahra Municipal Council has been working with the Paddington Business Partnership (made up of residents from the local business community) and local businesses to implement projects and ideas to help promote Oxford Street as one of Sydney's most eclectic and vibrant destinations.

The projects have evolved through extensive community consultation and input from placemaking experts, 'Village Well'. Recent projects include the William Street Festival, local laneway and activation events and the introduction of free WiFi along Oxford Street.

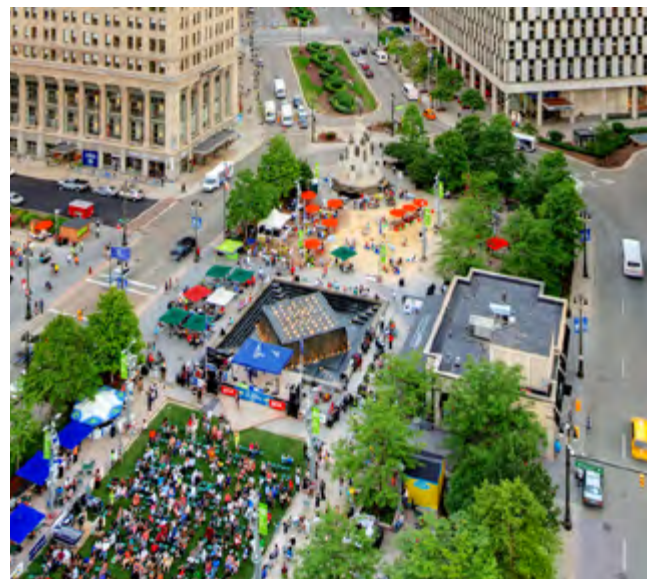


Activate Oxford Street Placemaking Project  
Source: [www.woollahra.nsw.gov.au](http://www.woollahra.nsw.gov.au)

## Campus Martius, Detroit

Campus Martius Park is a re-established park in Downtown Detroit, Michigan in the USA. It is known as Detroit's 'gathering place' and was the first-ever winner of the prestigious, international 'Urban Land Institute Urban Open Space Award'.

Campus Martius Park offers a wide range of things to do, including a variety of free events, programs and several dining options, as well as opportunities to connect with friends whilst enjoying the place.



Detroit's famous gathering place  
Source: [www.downtowndetroitparks.com/parks/Campus-Martius](http://www.downtowndetroitparks.com/parks/Campus-Martius)

## Night Time Economy in Yarra (NTE)

The emergence of the NTE as an idea within planning and urban design dates from Britain in the early 1990s. Over the past two decades, many cities have deliberately fostered NTEs as a renewal strategy, often in combination with cultural programming or creative strategies.<sup>2</sup>

Yarra City Council created an NTE Strategy as a four-year plan to further improve the safety, vibrancy and functionality of night-time activities in Yarra in 2014. It recognises the dynamic dining, retail and entertainment precincts within the city and articulates how these can be supported by community-based night-time activities, such as leisure and recreation, libraries, parks, sports and the arts. This enabled a strategic approach to manage issues related to a night-time economy, such as noise, accessible public transport and policing of anti-social behaviour.

The strategy found that the benefits of a night-time economy in relation to the creation of jobs, spend generated and enhancing the vibrancy of key city precincts provide a benefit-to-cost ratio of 2.4:1. Examples of night-time activities include live and local micro music festivals and the 'makers' and the 'chef' eating events.



Examples of an event activating the night time economy in the City of Yarra.  
Source: [www.yarracity.vic.gov.au/about-us/policy-and-research/night-time-economy-in-yarra](http://www.yarracity.vic.gov.au/about-us/policy-and-research/night-time-economy-in-yarra)

<sup>2</sup> City of Yarra, 2014.

## Queen Victoria Market

**The City of Melbourne has committed \$250 million for the renewal of the Queen Victoria Market. The renewal program, which is guided by a Master Plan, was developed following extensive consultation with traders and the community.**

Through the renewal process, this iconic, unique but somewhat ageing Melbourne landmark is being transformed into a thriving hub of day and night activity.

The renewal will see the market's heritage restored while delivering modern facilities to make the market work better for traders, customers and visitors. Activities include restoring the heritage sheds, moving key market infrastructure and parking below ground to make way for more open space and market activities, and transforming the intersection at Queen and Therry Streets into a pedestrian-friendly meeting place that can host festivals as well as greener spaces for sitting, eating and relaxing.



Night markets held at the Queen Victoria Markets activate the space after hours, creating a night-time economy

Source: <https://melbournemumsgroup.com.au/winter-night-market-queen-victoria-market/>

## Ciclovía

Originating in Colombia, Ciclovía involves closing down a road temporarily to create short-term public space for people to walk, cycle, skate and just enjoy places that could not otherwise be accessed in this way.

Ciclovía engenders a sense of excitement and curiosity, encouraging people to experience their city differently. It's a low-cost and high-impact event that provides the opportunity for the community to have a 'what if' conversation.

Further information:

[www.idrd.gov.co/ciclovía-bogotana](http://www.idrd.gov.co/ciclovía-bogotana)



Example of a major street closure allowing people to freely cycle during Ciclovía

Source: [www.idrd.gov.co/ciclovía-bogotana](http://www.idrd.gov.co/ciclovía-bogotana)

## Games Night

Games Night is an award-winning activation based at King George Square, Brisbane.

It was established with the objective to encourage interactions between people of different generations, cultures and socio-economic backgrounds using giant and normal-sized board games. Every month, the giant games attract a range of people creating an inviting spectacle on Thursday nights.



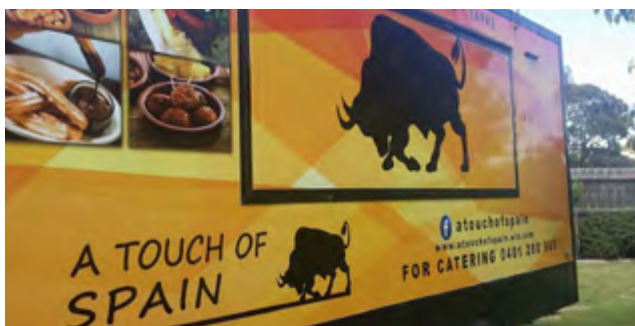
Giant Games Night at King George Square, Brisbane

## Pop-up Trucks, City of Melbourne

**Pop-up dining in the form of temporary and permanent food trucks became a permanent feature of the City of Melbourne in 2016.**

The food trucks are linked to 16 dedicated sites and events throughout Melbourne, including Queen Victoria Market, and provide vibrancy and diversity of food offerings and an experience of street food culture. The food truck movement has been embraced by Melbournians and now includes eight permanent sites and eight rotational sites.

A Touch of Spain, for example, is one of the food trucks that can be found at one of the permanent locations. Permits have been issued until March 2020. Food truck parks and pop-ups have continued to blossom across Melbourne in recent years with examples of temporary pop-ups at Chadstone Shopping Centre, on vacant land in Rosebud and in permanent parks such as 'Welcome to Thornbury'.



A Touch of Spain Food Truck  
Source: [www.facebook.com](http://www.facebook.com)

## Bunjil Place, City of Casey

**Since its official opening on 28 October 2017, Bunjil Place has collected multiple awards and quickly become the destination for arts and entertainment in Melbourne's South East.**

As an entertainment precinct, it brings together in one place an unprecedented mix of facilities and spaces, including an outdoor community plaza, theatre, multi-purpose studio, function centre, library, gallery and the City of Casey Customer Service Centre.



Outdoor activities held in the Plaza, Bunjil Place  
Source: [www.bunjilplace.com.au/plaza](http://www.bunjilplace.com.au/plaza)

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## Wakefield Street, Hawthorn - Swinburne University of Technology

**In 2013, Council worked with Swinburne University of Technology to redevelop Wakefield Street, Hawthorn, which runs through the heart of Swinburne's Hawthorn campus.**

The road, which was old and in need of repair with narrow footpaths, was redeveloped from a two-way road to a one-way shared zone. Other elements of the redevelopment included soft landscaping, services infrastructure, irrigation, lighting systems to feature planters, landscape furniture and a mix of pavement finishes (exposed aggregate concrete, bluestone tiling and asphalt). The street has now become a central hub for students and the community.



Wakefield Street, Hawthorn

Source: [www.ibconstructions.com.au/portfolio/swinburne-university-wakefield-street/#ip-carousel-874](http://www.ibconstructions.com.au/portfolio/swinburne-university-wakefield-street/#ip-carousel-874)

## Successful Trials

### Stage 1. PARK(ing) Day



PARK(ing) was started by Rebar to raise awareness about the lack of green space in San Francisco's downtown, and is based on the idea that paying for a parking meter is like renting a public space. The Parks created are surprising, fun additions to the everyday street environment and create powerful symbols of placemaking and communities wanting to improve urban quality.

### Stage 2. Parklets



PARK(ing) Day was so successful people wanted to see more permanent versions set up. Parklets are temporary trials transforming parking spaces for months at a time. Parklets have been hired by local cafés to allow cafe activity to spill out onto the street.

### Stage 3. Street Build Outs



Following on from the Parklet trials, former car parking spaces have been transformed into street build outs. These additional public realm areas are used by street traders and by Council to provide additional landscaping and gathering places.

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# Qualities that make a great place - the PPS place diagram

Project for Public Spaces (PPS) is a New York-based organisation, which is internationally recognised as being at the heart of the placemaking movement.

PPS has undertaken years of research into what makes a great place and has developed a simple diagram to represent these qualities.

The Place Diagram (opposite) communicates what is often difficult to quantify - the intangible and experiential qualities that contribute to making a successful place. The diagram is organised according to four quadrants that represent the following four key qualities:

- Sociability - a place where people can comfortably interact.
- Uses & Activities - a place that offers the opportunity to engage in meaningful activities.
- Comfort & Image - people understand how to use and feel comfortable using the space.
- Access & Linkages - the place is easily found and accessible to all.

For further details visit the PPS website at: [www.pps.org](http://www.pps.org)

# WHAT MAKES A GREAT PLACE?

