

INTEGRATIVE PLACEMAKING

Addressing the 'Silos' with Collaborative Approaches



University of Dundee
Friday 28 February 2020



University
of Dundee

THE ACADEMY
OF **URBANISM**

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A brief definition

The Oxford English Dictionary defines a **Silo** as, (noun)... ..a tall tower or pit on a farm used to store grain.

Taking this definition, and imagining such a silo, we can apply this to the idea of a 'silo-mentality,' where we can be said to think within our own individual silo; including, within our own profession, or within our own experience.

The series of talks, workshops and discussions presented as part of the *Integrative Placemaking* event, held at the University of Dundee in February 2020, aimed to address the issue of individual 'silos' and promote a collaborative approach as a solution to this way of thinking, resulting in better places for all.

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INTRODUCTION

WELCOME AND INTRODUCTION

Professor Nick Fyfe, Dean of Social Sciences, UoD

Professor Nick Fyfe, Dean of Social Sciences at the University of Dundee, welcomed participants with a discourse on the silo mentality challenging places today. He spoke of how this way of thinking leads to global and local policy issues, inherently affecting our overall collaborative practice.

In his enlightening welcome, Professor Fyfe opened the dialogue on collaboration as a way to move forward with this urban challenge, and break barriers that affect our placemaking ideals – explicitly paying attention to topics such as health and wellbeing, as well as climate resilience.

Professor Fyfe challenged participants to rethink their integrative placemaking approaches to create a more interdisciplinary urban practice.

THE CASE FOR SILO-BUSTING

Dr. Husam Al Waer (UoD, AoU) and Kevin Murray (KMA, AoU)

Kevin Murray (KMA, AoU) set out the case for silo-busting by providing graphical representations depicting the collaborative work that is important in urban practice. Focussing on the idea of place, and how urban practitioners and dwellers disaggregate and deconstruct it according to their views and disciplines, he also brought into the discourse a new concept of fluidity in placemaking strategies.

Murray focused on rethinking one's capacity to bring personal ideals to the places we move into so, in the process, a place dichotomy is created, leading to different strategies across different disciplines. He also suggested ways to learn from this challenge by looking at it positively, each discipline's strength gaining confidence, as well as our own practice. In explaining this, Murray referred to the

“place void” by quoting the “Dunning-Kruger effect,” and the “Mount Stupid,” concept. By referring to this concept, he succinctly explained various measures to be able to reach enlightenment in our integrative placemaking goals. Murray made us rethink our approaches in reaching a plateau of place sustainability- opening our insight into different levels of complexities within our fields. He summarised the process through the language of human and nature integration. He encouraged event participants to rethink integrative ways that can target silos, aiming to understand better, and be open to the strengths of different disciplines in creating beautiful places to live.

Dr. Husam Al Waer (UoD, AoU) followed on from the integrative placemaking challenge by opening up a discourse on sustainability, grounded in the United Nation's Sustainable Development Goals (SDG's). He focused on the need to deliver positive outcomes to bring the SDG's into the next decade. He was keen on looking at developing collaborative measures that work across scales of engagement and action. Dr. Al Waer emphasised the need to take a number of steps ahead - putting on the ground several efforts from planning, technical support, design, and processes, towards achieving a more sustainable future. He concluded with a rethinking of the scale, intersectionality, and responsibility of each practitioner and discipline in achieving shared goals towards sustainability

Dr. Al Waer quoted Nabeel Hamdi, an architect and teacher known for his concepts related to placemaking, pointing out the need to be engaged citizens with both local and technical knowledge brought into collaborative placemaking practice. He encouraged us to act as connectors, and to look into practices that bring our target-driven goals into whole systems thinking, to create a shared sense of purpose.

SESSION ONE: CONTEXT, OBJECTIVES + DELIVERY

How Placemaking and Design is Embedded Across Different Scales and Across Different Functions

Stephen Willacy

City Architect for Aarhus

Whole System Thinking – Responding to the Climate Emergency, Mobility, Human Rights and Equality

Charles Landry AoU

Author of The Creative Bureaucracy and Its Radical
Common Sense

Wellbeing and Planning: Designing Across the Generations for Age-Friendly Places

Irene Beautyman

Improvement Service and RTPi Scotland Convenor



How Placemaking and Design is Embedded Across Different Scales and Across Different Functions

Stephen Willacy

Stephen Willacy, City Architect for Aarhus, spoke of placemaking and design being embedded across different scales and across functions, including health, housing transport, and culture. Willacy described ongoing planning processes that build upon successive terms of governance, and link across different departmental interests. With Aarhus as an example, he explained how the interrelated nature of landscape, setting, cultural heritage, size, citizenship and student population, coupled with careful stewardship, has led to several successes in the city.

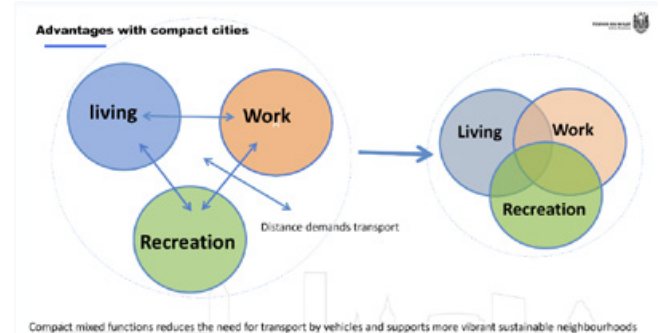
Willacy also shared exemplary measures applied in Aarhus, and of relevance to integrative placemaking, beginning with a city-wide survey of city dwellers every two years carried out to include them in planning the city. Narratives from the population have become essential in maintaining place quality - more often, the places with intangible values, attached by those who are part of the city, become prime spaces, and those considered the “soul of the city”.

The crucial aspects of culture and connectivity in planning the city were highlighted in another example from Willacy, citing the Aarhus 1980's Music House, which is now redeveloped, becoming a synergy of outer spaces for culture. The Music House reconnects citizens in the modern city, and has become the venue for art museums, land art installations, and new esplanades. Through this, the Music House has become a culture catalyst that allows people to attach values to their town. The Music House and its vicinity is used by people from all walks of life, engaging in different types of activities.

Willacy highlighted the importance of governance in successful placemaking in Aarhus, highlighting the collaborative meetings during the planning process. These explicitly involved city dwellers and council members in achieving city placemaking aims. As some of the projects are transformed into what were considered culture catalyst

centres, it also became a prime consideration to develop spaces that foster the creativity of different groups and individuals.

Willacy's narrative focused on how Aarhus became not just a city of connectivity, but a town which prioritised reconnections that prioritised both people and connectivity. As well as the case study example, he also shared other models that took into account compact city measures, reintegration of communities, and integration of more ecologically-sound solutions. Of these, DOKKI (harbourfront), Blixtens Plads, Henning Larsen Third Nature, Eindhoven Bicycle Ring, Gehl and Big Gehl, and Generations House, would make interesting case studies for those looking for further examples of integrative placemaking approaches.



Whole System Thinking – Responding to the Climate Emergency, Mobility, Human Rights and Equality

Charles Landry AoU



“What’s in a name?” asked Charles Landry, a query grounded in toponymy, or the study of place names. Landry led us to the importance of this branch of onomastics in the field of planning as it determines how we think, plan, act, and shape the city. Landry considered this discourse on terminology, word, and language, as both encouraging, in fostering a culture of place, but also unintentionally inhibiting. At specific points in city discourse, shaping concepts into the conventions of toponymy may hamper seamless connectivity of areas. The practice of naming cities can, at times, create barriers which lead to less social participation and interaction as cities become more politically distinctive and, as an argument, can also manifest as regional friction.

Landry’s topic theme is current – with the need to find a solution to city challenges related to the climate emergency, urban mobility, human rights, and inequality. His discourse noted the complicated and complex world that lead to the rise of complexities in city challenges. Charles explored dilemmas such as renaissance vs resistance, where digital opportunities can speed processes, but also lead to fragmentation. Where is the ‘civic’ in a more nomadic world? Where do we belong when everything is on the move? What are our anchors? There is a need to shift from predict and provide, to measures that are more elastic, flexible, adaptive and agile.

Landry’s concept of a response to these urban dilemmas is only possible if place changes happening in the city are considered in the planning process, including recognition of immersive technologies, as well as shifting perspectives on civic spaces present in cities today. Landry suggested that collective endeavours from city dwellers should be in place. Globalisation trends in planning were also discussed, as well as a “whole system thinking” approach that provides seamless transfer of place ideals becoming logical. Cities continuously grow into more significant regions with three gaps that need to be filled in with timely solutions for cities

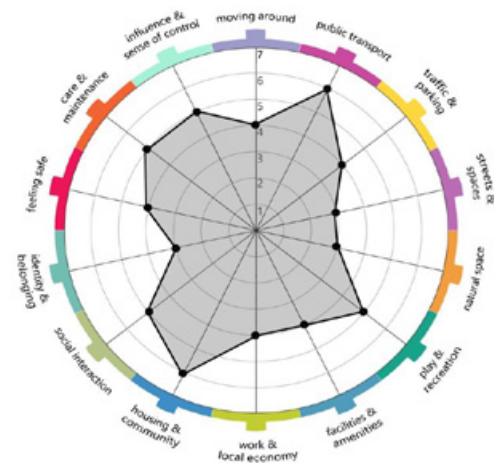
to be able to shift into the present. To understand the weaknesses to fill in, we should understand where these are present in the city’s social channels – psychology, the senses, and creativity.

As part of this whole-system frame of mind, Landry also introduced another concept called City Renewal in 4 Pillars: Sustainability and Culture; Resilience and Resourcefulness; Capital/ Optimising Capacities; and Knowledge Exchange. His discourse relating all four pillars looked into psychological and emotional connections to enable creativity in linking planning to action. As it is now a systemic crisis, with challenges in the integration of each pillar in preparation, he ended this part of his discussion with ways of reframing some notions related to planning the city – from urban planning to urbanism, shifting cultural planning to planning culturally, as well as veering away from multidisciplinary towards interdisciplinary.

Other dilemmas also surround the notion of, “who is behind the city making process?” A shifting of thoughts from a “city of projects?” to “the city *is* a project?” is viable, yet still polemical, as the solution still dwells on the notion that present regulations should be adaptive, lives should be reshaped, and links should be created to be able to shift the mind-set from “no because” to “yes if.” According to Landry, a shift from principle to suggestions and recommendations must consider Creative Bureaucracy, which also includes three pillars - revaluing the public interest as a vocation; shifting the image of what a bureaucracy can be; and attracting the young to reshape the administration. Overall, creativity is vital, as variation through creative and innovative concepts can create novel ideas that may lead to the integrated world view required to deal with city challenges today.

Wellbeing and Planning: Designing Across the Generations for Age-Friendly Places

Irene Beautyman



Irene Beautyman, Improvement Service and RTPI Scotland Convenor, made headway for event participants to rethink their positions and actions in places stating, “*We are all bridge builders of health and place,*” and providing insightful facts on the incongruity of public health, infrastructure commission, and planning reforms in Scotland.

Beautyman discussed the state of Scotland’s landscapes and the lack of parity with health and wellness status, relating this to evidence from life expectancy, to happiness and satisfaction. Beautyman presented this dilemma as being silos that must be addressed by cities today.

Despite the fact that collaborative work can be messy, complicated, and sometimes challenging, it can offer a solution to the issue of siloed thinking. Collaboration can bridge the gap through application in planning, despite the possibility of clashing expertise. For collaborative work to be successful, Beautyman suggested three key behaviours that should be present: **Passion**, e.g. “I’m Building a Church” versus “I’m Creating the House of God”; **active listening**, e.g. be curious, help each other; and **acceptance of shared work**. When we look to collaborative work as integral in solving the issue of silos, we reshape our paradigm, and connect our passion to more people. We also become active listeners and recognise the contributions of experts, finding commonalities to build shared conversation and, eventually, integrative action.

Beautyman led us through a case study of the project *Public Health Reform: A Scotland where Everybody Thrives*, and where places, people, and planning interact. Public Health Reform takes a whole system approach, and links place interventions and health outcomes, such as:

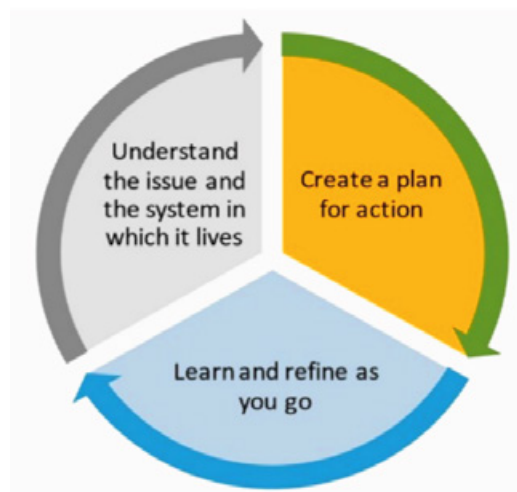
Themes (e.g. moving around) > **Place Change** (e.g. walking and cycling infrastructure) > **Behaviour Impact** (e.g. physical activity; interaction with nature; lower transport costs) > **Public Health Priority Impact** (e.g. mental and

physical wellbeing; addressing poverty and inequality) > **Health Outcome** (e.g. obesity; heart disease; stroke; diabetes).

Beautyman also spoke about how planning and health are interrelated and how planning places can lead to fulfilling Scotland’s Public Health Priorities. Through place-related projects, the systems are mapped, leading to a more visual notion of qualities present in cities. In this case, this is done through the creation of Scotland’s Place Standard tool (shown above), which Beautyman has used in NHS workshops facilitation.

The Place Standard focuses on place as part of a whole systems approach, and addresses issues such as health and wellbeing outcomes, and equality and discrimination. There is a need for shared ambition and to measure success in different ways, and The Place Standard is ideal in supporting this way of working.

To conclude, Beautyman reiterated that projects are done collaboratively so that our passion will together create a difference, stating, “*We are the one we have been waiting for*”.



Moving Forward | Panel Discussion

Robert Huxford chaired the panel discussion beginning by asking panellists how best to integrate silo-busting into the day-to-day or everyday life.

Beautyman suggested that we need to start with the community. She went on to highlight an important consideration when collaborating with the community - the inclusion of data and its accessibility. Data is integral in integration as it can help us to justify where change is necessary, and where change can happen and perhaps become the basis of a new project connected to planning.

Willacy suggested that we look into the social index and encourage the social mix in the community to be able to resolve complex issues across all social classes. In his proposed solutions, he also cited change in everyday life as a solution to silo-busting, and that the everyday itself is an issue that needs to be considered. As an example he asked us to consider our daily food choices, thinking about differences between the buying of hot food versus cooking your own, and then think of this as a reflection of how everyday complexities can shift the index and be included in planning.

Landry focused on how we should look for inspiration in our everyday. He added the need to be inspired in the tasks done daily as well as to look into these as inspirations to fulfil our duties to remove discrimination.

Other questions posed to the panel included consideration of how we might address the issue of people who may be over-looked in the planning process. Willacy suggested that we challenge our tolerance of the urban environment, to include all user types, and integrate them into planning by giving them value in the process. Willacy put forward cases where those who are not addressed were considered - from the homeless being integrated with his projects by giving them activities that encourage employment, to creating a partnership with these people who were "there first".

SESSION TWO: EXAMPLES OF INTEGRATIVE PLACEMAKING AND KEYNOTE ONE

Mobility and Inclusion: Places, Streets and Movement

Daisy Narayanan

Edinburgh City Centre Transformation

Neighbourliness and Social Inclusion: Designing for Locally Distinctive Neighbourhood and Towns

Steven Proctor

Proctor and Mathews Architects

Keynote No. 1: How to Develop a Healthy City? Lessons From Utrecht

Kees Verschoor

Spatial Strategy at the City of Utrecht

Mobility and Inclusion: Places, Streets and Movement

Daisy Narayanan



Daisy Narayanan presented her experience working on the City Centre Transformation Project in Edinburgh. Narayanan is the Director of Urbanism at Sustrans, the UK's leading charity for walking and cycling, and was seconded to the City of Edinburgh Council to lead a wide-ranging, ambitious rethink of public space and movement in central Edinburgh.

Edinburgh is internationally regarded for its built and natural heritage, with most of the city centre designated a UNESCO World Heritage Site. In recent years, issues related to growth have become more prominent, with congestion from both cars and buses, conflict between residents and growing numbers of visitors, and limited space for pedestrians overall.

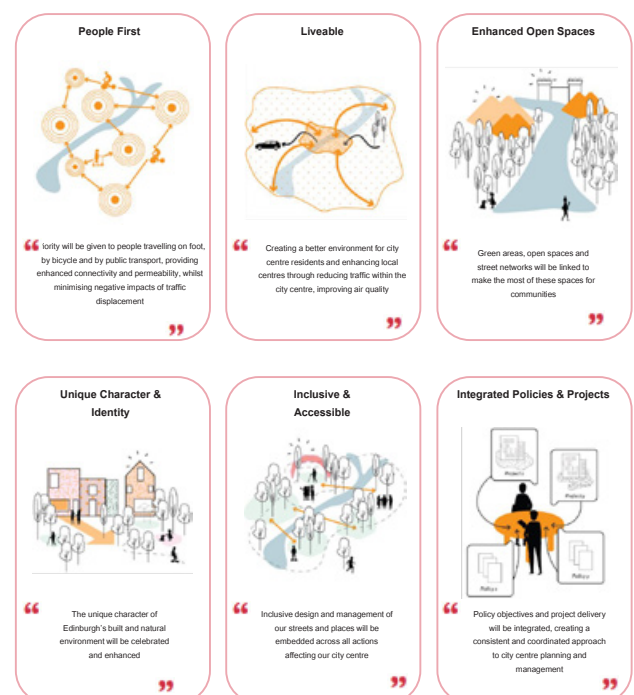
The Transformation project can be viewed in the context of a change in national transport strategy, from flow of traffic to flow of people, and issues around that such as health, wellbeing, safety, and environment. This requires a move out of the silo of transport planning, into working with other plans and strategies such as the city's public transport plan, and local development plan. It was acknowledged that this could often be uncomfortable and messy when dealing with conflicting and separate strands of public policy. Having a core mission to refer to was therefore important for bringing these strands together.

The core mission was informed by the analysis of data - who is travelling where and how - and extensive consultations with residents and users of the city centre to determine what the focus of the strategy should be, and allow people a voice and involvement in this plan. The consultation, far from limiting potential action, actually brought out a strong desire for radical change in the city.

What came from this was a blueprint for change across the city, for the short, medium, and long term. This blueprint is focused on several catalyst areas where principles of

change are implemented. This will involve reduction in road space, an increase in pedestrian and cycling space, and reorganisation of the public transport network.

Far from only long term changes, some short term measures have been brought in as quickly as possible - Open Streets was an initiative to close certain streets to traffic on weekends, effectively making certain streets included in the strategy temporarily pedestrianised. This not only allows part of the strategy to be brought forward much more quickly, but allows tangible change that people can see, become invested in, and feel comfortable with the change and those to come.



Neighbourliness and Social Inclusion: Designing for Locally Distinctive Neighbourhoods and Towns

Steven Proctor



“A history of place and bin storage” was how the next talk by architect Stephen Proctor was introduced. Proctor is an architect with 32 years of experience, and a founding director of Proctor & Matthews Architects. His passion is drawing, and the talk was accompanied by slides showing great drawings of his projects.

Proctor & Matthews Architects deal particularly with how to make good, distinctive places at a neighbourhood scale. This is the scale typically dealt with by volume housebuilders and developers in peripheral locations. A big challenge to these types of developments is speed: the lack of time and resources available to think about the creation of distinctive places.

Moving through a series of projects, Proctor set out how his projects achieved this, and in doing so illustrated the evolution of this approach over time.

Greenwich Peninsula, London - This was an early attempt at pushing away from the typical housebuilder approach, and solutions were found by looking internationally such as using ‘parking barns’ to minimise parking and roads throughout the development. This involved pulling the design out of the typical approach found within the silo of highways engineering.

Ebbfleet, South-East England - This project involved the creation of a ‘narrative study’ for a new garden city, rather than a detailed design. By looking at the history of local place names and their relation to geography, and linking places to their human-given names and geographically-influenced forms, this could be used to inform distinctive future development.

Tweedbank, Scottish Borders - This showed further work on the relationship between landscape and built form, this time taking cues from the site’s history as a designed landscape and forestry plantation, and how the site sat in relation to the local settlement pattern.

Cambridge, East of England - Building on the work done on the relationship between landscape and place, but within the context of a scheme of factory built housing, this masterplan was based on a strong study of the boundary relationships of the settlement patterns in the surrounding fell landscape. This informed the arrangement of the prefabricated houses.

Proctor ended the talk on a point about the manufacture of place, and how it requires an approach which begins with the connection between people, place and landscape rather than starting with individual professions. The presentation was well received but a lack of bin storage promised in the introduction was noted.



Keynote One: How to Develop a Healthy City? Lessons From Utrecht

Kees Verschoor



Kees Verschoor, city planner and strategist, took us to the city of Utrecht in The Netherlands. Verschoor has been working in strategic planning in Utrecht with the goal of creating a healthier city.

Utrecht sits in a central and well-connected region of The Netherlands. It is growing quickly in both population and economy compared to the rest of the country, and has a high level of commuting and transportation in and through the city, acting as a central meeting place of sorts for the country.

Utrecht has the highest level of bicycle ridership outside Copenhagen (according to the Copenhagen Index). This growth has resulted in issues related to housing shortages, pollution, and congestion. The use of public space continues to increase, and there are even bike traffic jams. Growth has been unequal, whereas it should lift standards for all. In addition, there's the added pressure of the need to transition to green energy.

In light of all this, Utrecht has been proactive in solving these wide-ranging problems, and Verschoor set out the ways the administration was doing this in a mid-size city. The first step was conversation with residents to engage with their issues as they saw them, echoing earlier presentations on strategies in Aarhus and Edinburgh, which also began with speaking to both citizens and users of these cities.

The most important issue to people was found to be health, so 'healthy urban living for all' was placed at the centre of Utrecht's strategy. The next step was quantifying what the city needed to achieve this in terms of land use.

A new method was developed whereby the land-use of both the overall city and each area was quantified and presented as a multicolour 'barcode.' Each stripe of the barcode representing a different land use category, and its size representing the percentage of overall land that this use takes up. This quantified the make-up of each area as well as easily showed what was missing.

The barcodes can then be used to present a 'future' scenario to which new development must contribute by providing land for the categories of land use which are currently in short supply. This is backed up by a strong hierarchy for new development which prioritises dense brownfield development contributing to the barcode. The barcode can be used as an illustration of the current situation, and an end goal for the city. The metric is based on data, and not narrow professional interests, therefore reaching across silos.

Verschoor ended with a few tips, important for this way of working:

- Talk *with* people, not *at* them, to find out what is important;
- When you know what is important, focus on that goal, such as healthy urban living for all in Utrecht's example;
- Keep partners involved in this goal at all times, and invite them to add to this, regular conversations with the private sector were highlighted;
- Start with questions on how to achieve the goal, not simply copying solutions that work elsewhere, solutions in one country can rarely be copied and pasted elsewhere; and
- **Enjoy** the results!

SESSION THREE: GROUP WORKSHOPS ON SILO-BUSTING

The first two sessions were followed by five participatory workshops, each of which focussed on different aspects one might consider in collaborative design and 'silo-busting'.

In this section of the report, three Young Urbanists summarise the experience of being in Groups 2, 4 and 5.

Outcomes and lessons learned from all five workshops are further discussed in the 'Feedback' section on pages 22 & 23.

Group 4 **Designing for Distinctive, Liveable Neighbourhoods and Towns**

Led by Rozina Spinnoy and Stephen Proctor

Group 2 **Designing Across Generations for Age-Friendly Places**

Led by Steven Malone and Gillian Black, A&DS

Group 5 **Transforming Our Professional Culture, Skills and Place Impacts**

Led by Irene Beautyman and Stephen Willacy

Other workshop groups: (discussed on pages 20 & 21 as part of the Group Feedback)

Group 1 **Integrating Movement and Place** *Led by Daisy Narayanan and Kees Verschoor*

Group 3 **Placemaking for Climate resilience** *Led by Heather Claridge, A&DS and Stuart Watson*

Group 4

Designing for Distinctive, Liveable Neighbourhoods and Towns

Led by Rozina Spinnoy and Stephen Proctor

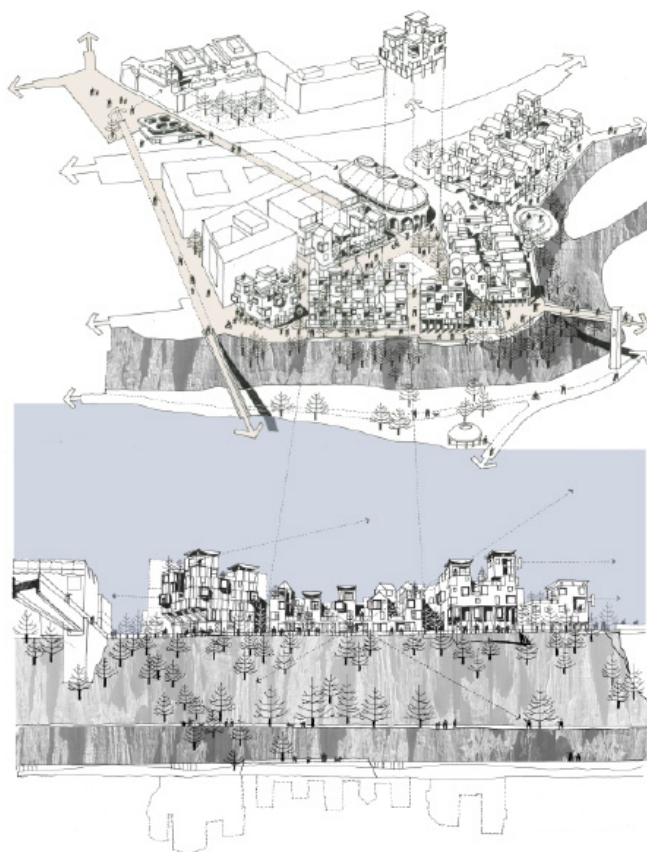
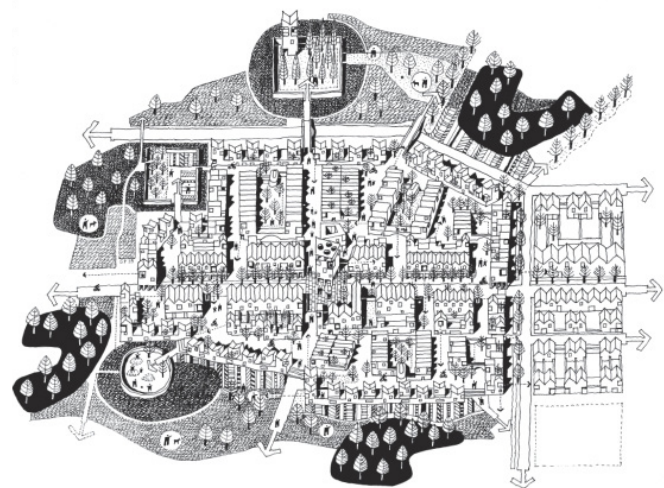
This workshop was facilitated by Rozina Spinnoy, managing director of BIDS Belgium, and Stephen Proctor, an architect who gave an earlier talk on designing distinctive, liveable neighbourhoods.

The workshop was a co-design exercise, with attendees arranged into smaller groups. It also involved an element of roleplaying. Attendees were from a variety of professional backgrounds but encouraged to play the part of someone in a different professional 'silo'. So, anyone who normally worked in the public sector would act as someone in the private or third sector, and a similar situation for the others. In addition to this, participants played the roles of protagonist or antagonist.

The aim was to co-produce an initial design or plan for an area. By taking on different professional roles with different interests, a common design (or 'plausible future' as in the below diagram) can emerge in a collaborative way.

Each group used a real-world example of a place selected by one of the group members and agreed by all - be it a neighbourhood, street, or town - and used this as a starting point by analysing the attributes, history and make-up of each place.

The different 'actors' then put forward the vision for what they wanted to see happen in their area. The workshop was a useful demonstration of the way collaborative working can be used to bring out a positive vision, but it also illustrated some of the difficulties in breaking down silos between certain groups, particularly between the public and private sectors, due to the competing interests and goals of those silos.



Group 2

Designing Across Generations for Age-Friendly Places

Led by Steven Malone and Gillian Black, A&DS

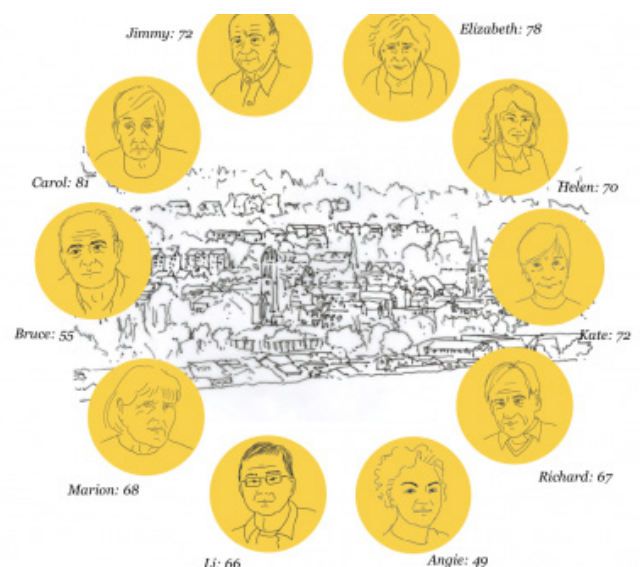
The workshop began with a brief introduction of Architecture and Design Scotland's *Town Centre Living: A Caring Place* document. Focusing on Scotland's National Performance Framework, using the Place Principle to focus on creating and developing town centre spaces for our ageing populations. The document speaks to the many varying needs of ageing individuals.

In Scotland, the number of individuals over the age of 75 is due to substantially increase in the next 25 years. This statistic is more prevalent in our towns and rural locations.

Each person will experience age differently and will have various care needs. When developing housing choices for ageing individuals it is important to incorporate; quality living space, quality of travelling from places, as well as the provision of space for people to just be together.

According to Architecture and Design Scotland there are ten principles of a caring place:

1. Friendly and Accessible Transportation
2. Accessible Quality External Environments
3. Digital and Physical Connectivity
4. Housing Choice
5. Design for Re-purposing and Integrating Technology
6. Relationships, Support and Mentoring
7. Accessible and Diverse Amenities and Services
8. Empowered Carers and Care Models
9. Preventative and Holistic Healthcare Options
10. Opportunities for Meaningful Work and Activities





In small groups workshop participants were asked to brainstorm, discuss and answer a series of questions. The questions and group answers are presented here:

1. What are the common objectives – or tensions – across policy and practice areas?

- Lack of developer interest.
- Lack of time regarding inclusion of multiple disciplines, consultation, ability to learn, collaborate, and test methods.
- Lack of linkages between Planning, Health Services, Housing and users.
- Joint coordination of allocation of sites regarding affordability, housing and schools.

2. What are the main barriers to effective integration of outcomes?

- Developer driven market.
- Lack of political vision (supporting legislation and policy).
- Lack of commitment to making places more inclusive and the endorsement of professional involvement.
- National Planning Framework needs stronger requirements embedded into legislation.

3. What needs to be done to overcome them?

- Requirements need to be stronger: Enhanced understanding of what different disciplines can contribute to the planning process. In an architecture and planning dominated industry, how can we include others in the decisions?
- Requirement for specialist developers in Scotland.
- The inclusion of themes of equality and inclusion in the educational curriculum, across all stages. Focusing on inclusivity at day one.
- Longer term aspirations starting at a broader base.

4. Who needs to act specifically, what can professionals do?

- Organisations to make a clear specification, taking a collective responsibility.
- Architecture and Design Scotland needs to raise/ broaden public profile – outside of just the design community.
- Change in political framework regarding; non-confrontational meetings - come together as a whole unit to create age-friendly places.
- Individually engaging with others in advocacy work for a fair user-led system.
- Advocacy for place and inclusivity for people.

Group 5

Transforming Our Professional Culture, Skills and Place Impacts

Led by Irene Beautyman and Stephen Willacy

How the Conversations Were Created

This workshop was designed to create conversations to identify the silos in our professional practice. To assist in addressing and finding the silos in professional culture, skills, and place; several conversation points were made so that strategies and actions could be drawn from the process of workshop interaction.

Firstly, participants were asked to think of the scale and intensity of their contributions to their practice. Participants were asked to choose from their degree of contribution to society through their training in three different degrees of interaction – how integrated are they in their participation, or how detached are they to it? Participants were asked to look into how their paradigms are created – if they consider themselves as a brick, as a middle layer that connects the brick, or as the more prominent contributor such as the church – also “the house of god” which Beautyman previously referred to in her talk in Session 1.

The next step provided opportunity for more in-depth conversations, with participants moving into groups to discuss the nitty-gritty details of gaps in their profession.

Participants were asked to jot down the conversations along with their contributions to the three paradigms first discussed: the bricklayers (personal), the middle layer (connector), and the church (the community – bigger picture).

To conclude, participants were regrouped to make a mind map of how they perceive their position in their organisation. The result being an exciting sharing of diagrams – chaotic but insightful!



Insights Gained from the Conversations

- Redefinition of organisational structure. There is a need to redefine the organisational structure – one that is not purely hierarchical as some hierarchies prove to create chaotic connections.
- Cross-sector working. Although hierarchy suggests power and control, and we need governance at some point, we may experience silos via a lack of acceptance of collaborative interaction, as well as micro-macro flexibility at work (eg not keeping in touch on what happens on the ground). We need a balanced effort both between, and across, different scales. We also need to look into setting up short-life project groups.
- Our need to seek permission for action. Most of the time, we are hampered with our need to find recognition as well as our dependence on the hierarchical structure making us perceive our roles are rather small (the brick) rather than massively important (the church). The advice is, “go on and do it!” We need to redefine our mind map and be less dependent on hierarchies and break the barriers that stops us from recognising the importance of our roles and visions in an organisation.
- The silos of organisational cultures. There is tension in governance and actions taken because of the corporate / organisation cultures present in the workplace. Breaking the silos in a working context could look to removing authoritative culture to a certain degree. This could contribute to creating change as everyone then becomes more open and possibilities of trusting the system, as well as trusting differences which may be adapted from other civil societies and civic groups, could be possible. Collaboration and helping other organisations to act and solve the silos is also essential as professional cultures must also focus on creating human relationships.

SESSION FOUR: GROUP FEEDBACK AND KEYNOTE TWO

Workshop discussions were focused on themes that dealt with issues around the culture of organisations and their relationships.

There is a need to develop a maturity and a confidence in our ability to be able to communicate within, and outside our own network.

Our own reference, power, status, and knowledge, does not simply apply to just our own organisation. There is an opportunity to widen civic society involvement, and a public interest and benefit in sharing knowledge and access to public data across sectors.

The workshops shared themes of a vision of bringing people together, enabling people to act, and developing human relationships.

Plenary Discussion | Rapporteur Feedback

Charles Landry

Key Note 2: Planning and Managing the Urban Renewal of Porto

Pedro Baganha

Porto City Councillor

Plenary Discussion | Rapporteur Feedback

Charles Landry

Group Feedback

Workshop 1: Integrating movement and place

- Shared and clear vision;
- Attitude change;
- Processes and people hierarchy.

Workshop 2: Designing across generations for age-friendly places

- Objections and tensions across policy;
- Lack of time;
- Coordination of sites;
- Lack of developer interest;
- Barriers;
- Housing provision as developer driven;
- Younger and older generations need to be included into the process;
- How are housing grants developed?
- The need for interdisciplinary integration from grass roots up;
- Broader understanding around the values;
- There needs to be advocacy for engagement and inclusivity for people.

Workshop 3: Placemaking for climate resilience

- Adaptation when dealing with water;
- Mitigation techniques;
- Social cohesion and neighbourhood;
- Silo, not necessarily between professionals but between private and public sectors;
- Too much monitoring of short-term goals;
- More education for those who are making the decisions and are in power;
- More work towards framing the positive impacts with good place making, and better incentivisation.

Workshop 4: Designing for distinctive, liveable neighbourhoods and towns

- Themes of social cohesion, using culture - linking and using as tool;
- Linking to communities, and having the knowledge of the community, including data;
- Barriers: long-term vision and the removal from political short-term vision;
- Being realistic about a neighbourhood's DNA, and defining a narrative. Understanding the past to make decisions for the future of a place. Who is the community, and how to share a vision about how to shape it?
- Empathy, to be able to step into various roles in a community and understand the challenges or shortfalls;
- Who has a right to the city? Not only professionals, it is a cross-sector solution sometimes developed by city change makers, social innovators and civic society which then the public sector adopts.

Workshop 5: Transforming our professional culture, skills and place impacts

- Where is the focus of your passion?
- Hierarchy and organisational structures sometimes make it difficult to make cross sectional decisions and solutions. How much influence and impact do we have?
- Need for governance and action;
- Roles examined from existing responsibilities and practices to how we might like to operate in the future;
- Importance of balancing the effort across different scales.

Key Note No.2: Planning and Managing The Urban Renewal of Porto

Pedro Baganha



Pedro Baganha is an urban planner, decision maker and architect, currently elected as City Councillor for the City of Porto. Baganha joined us to share and discuss which urban initiatives he finds are working in the City of Porto.

In Porto there are two bodies of decision makers: The City Council with executive powers, where the majority government is currently held by an independent party; and the municipal assembly, which is made up of 46 members, controlling the city budget, structural components and urban plans. Due to Porto's political structure, it can be difficult to navigate new urban policies at times.

Within Porto, silos exist on many levels. Specifically, the municipality of Porto, which is smaller than the whole regional geographical area. At present there is no strong regional or metropolitan area plan, causing a problem with a lack of linkages between these planning levels. Baganha is the chair of municipal renewal in Porto and acknowledged the challenges of planning an already developed urban territory, where most new development is taking place as infill. He explained that the new city plan is intended to be relatable, and suitable for multiple political environments, as the plan is projected for 10-15 years, whereas elected political positions are typically only for four. The current municipal policy focuses on elements of economy, culture and environment (sustainability), and structuring a municipality in multiple ways of understanding.

While usually urban planners and architects typically do not like to get heavily involved in the economics of a city, it has become a mission to invest in Porto in hope of attracting investments, maintaining aftercare, as well as retaining talent in the city. Porto is one the leaders in the export of knowledge, as well as regarded as one of the most innovative territories in the country. There has therefore been a focus on attracting innovative economic activity to the city's outskirts. The new municipal plan has shifted towards an increase in urban tourism; however,

the intent is to attract innovation within the city and place it strategically, spreading tourism throughout the city as it is currently concentrated within 2 square kilometres. Spreading out urban tourism will help to lessen the financial impacts and burdens that residents are facing on affordability of housing within the inner city.

Baganha introduced the concept of *Cultura Expaño*, Explaining Culture, dispersing it around the city, creating a sense of belonging and social cohesion in unexpected places, stating culture belongs everywhere! Increasing the social cohesion of the city, enhances the sense of belonging to a city, bringing happiness to even the most deprived areas of a city. He shared the example of **Museu Da Cidade**, a museum scaled to the city, literally. This project consists of sixteen separate venues, throughout the city all connected through a shared culture narrative, creating a decentralised museum. Locations span a rhizome of remarkable buildings, ranging from archaeological sites, to beautiful parks and gardens, libraries and archives, in central and outlying zones of the city.

Within the new City Plan, the main objective is to try and recover the lost demographic, slowly and maturely increasing the inner-city populations by means of densifying the housing functions. Baganha believes that environmentally it makes sense that there is a city-wide



ecological structure to help develop the landscape structure. Taking into consideration the public space, the urban realm, and the proportion of public and private spaces, decision makers are trying to interpret the city like a system of systems, developing the landscape structure like the importance of the public gardens and squares in the 19th century city.

Baganha highlighted a specific neighbourhood in Porto, Campanha Borough, as one of the most deprived areas in the city. There is a policy challenge in how to fit or adapt a plan to suit these types of communities, requiring a specific plan for this territory. Geographically this community is segregated by a railway and highway, but also by social stigma. The City of Porto is working towards using the ecological and agricultural strengths of the community, being less developed, by transforming the problems of the city into opportunities. The Campanha Borough has been reimagined through the redevelopment of a transportation terminal, increasing connectivity (via a bridge) to a new urban park, transforming the old slaughterhouse into a creative and economic hub, and by the provision of affordable housing. An ongoing initiative with the University d'Coimbra, URBINAT, has been finding nature-based solutions for residents in Campanha. It is a well subscribed to program, which allows residents to have a voice in developing real life ecological solutions for their neighbourhood. The action plan has been feasible in mapping out green areas and identifying space that could be utilised by the public and transformed into pathways, crossings, and opportunities for urban agriculture.

In summary Baganha stated that what he is trying to do is to build a comfortable and interesting city, because that is what creates great spaces.



CONCLUSION AND HEADLINE THOUGHTS

Conclusion

To conclude the day's proceedings, Charles Landry provided some interesting observations which included realising that we are at a turning point in addressing siloed thinking, and we that need to bring quality of life into the equation.

Landry explained that the narrative around place and planning is changing, and infographics, such as those seen during this event, can greatly support communication.

In thinking about how we define a problem we also need to reframe issues, for example, we could shift towards considering wider issues of mobility, instead of just transport, and move from the minimum (e.g. car parking) to the maximum (e.g. policies which support inter-generational interaction).

When cities are involved in writing strategies, we can actually mean it, e.g. our city could aim to **be** a cycling city.

There is an urgency upon us to act, to create both economic and social value – we must consider the cost of *not* doing things!

Headline Thoughts

Kevin Murray set out a number of bullet-point headlines from each of the discussions through the day to conclude the session. We hope these spark your interest:

- How do we have 21st century integrated solutions and places?
- Role of governance, adaptive leadership, connectivity across 'silos'
- Role of a journey – joining up with different partners to change things
- Complex – iterative – needs collective endeavour
- Planning (inter-)culturally, inter-disciplinary
- Creative bureaucracy – principles & positive values - revalue public interest, less rigidity
- From, No, because... to, Yes, if...
- Collaborative working – messy, complex, difficult
- Role of active listening, empathy & helping each other
- New and shiny versus day to day integration
- Conscious integration - to include with those with learning difficulties, homeless, etc.
- Not a city of projects – city is the project
- Who benefits - civic - make more co-ordinated for all travellers
- Locally distinctive fabric of neighbourhoods
- Healthy urban living at the centre – for everyone
- Connecting all the dots – barcode tool for relative hectares of use
- Innovation, culture & creative management
- Ecological/landscape approach in city system – geographical silos?
- Build from strengths of places – genius loci
- Role of civic power, public interest & relationships

Remember, we can achieve integrated safe, comfortable places - one bus stop at a time. You do not always **need permission** to collaborate, or to enjoy the results!

Thanks

This report was written by Fiona Hamilton, Cathe Nadal and Ross Irvine, three AoU Young Urbanists. It was edited by Rachel Howlett, the AoU Research Assistant at the Glasgow School of Art.

The report team wishes to thank all those involved in the organisation of the event, which includes those at the University of Dundee and The Academy of Urbanism; as well as the event speakers, chairs, and facilitators. A special thank you to Dr. Husam Al Waer at the UoD for being the driving force behind the event.

We also thank the event sponsors and supporters, as well as those who attended the event, bringing experience from across varied fields within urban design.

We look forward to increased cross-discipline collaboration, and the further 'busting' of silos, as a result of our meeting.

For more information on The Academy of Urbanism, including what we do, and how to become a member, visit our website at www.theaou.org

#AoUSilobusting

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About the Academy

The Academy of Urbanism is a politically independent, not-for-profit organisation that brings together both the current and next generation of urban leaders, thinkers and practitioners, engaged in the social, cultural, economic, political and physical development of our villages, towns and cities.

We increasingly work with places to identify and reinforce their strengths, and help them recognise and overcome obstacles to greater success.

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