

PLACEMAKING & SUSTAINABILITY

# WATERFRONT

(syn·op·sis)

## SUMMARY REPORT



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The Waterfront Synopsis summary book is not for commercial purposes. It is designed to be a reference for the WFS2010 partners and public.

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Project for Public Spaces (PPS)  
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WFS2010 keynotes

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# THE WATERFRONT SYNOPSIS - SUMMARY

## Content

[Page 5](#)  
The Waterfront Summary Book  
*Content*

[Page 10](#)  
The Waterfront Synopsis 2010  
*Summary*

[Page 14](#)  
The overview  
*Picture: City of Stavanger and WFS locations*

[Page 16](#)  
Conference  
*Program 15<sup>th</sup> - 16<sup>th</sup>*

[Page 20](#)  
Project for Public Spaces  
*PPS has helped over 2.500 communities create successful spaces*

[Page 22](#)  
The City of Stavanger  
*New Visions for the Waterfront*  
*by Lise Muurholm Storås*

[Page 26](#)  
Urban Sjøfront  
*Transforming Stavanger East*  
*by Kristin Gustavsen*

[Page 32](#)  
Waterfront General  
*Overarching agenda: How to transform a waterfront*  
*by PPS*

[Page 36](#)  
Theme 1: Towards an Architecture of Place  
*The smack-down by PPS*

[Page 44](#)  
Theme 2: Building Community Through Transportation  
*by PPS*

[Page 48](#)  
Theme 3: Creating Public Multi-Use Destinations  
*by PPS*

[Page 54](#)  
Theme 4: Local Economics, public markets and health  
*by PPS*

[Page 60](#)  
Keynotes Waterfront Synopsis 2010  
*Themes, presentations and facts*

[Page 80](#)  
The Academy  
*Program 16<sup>th</sup> - 17<sup>th</sup>*

[Page 84](#)  
The Placemaking Academy  
*Summary*

[Page 86](#)  
Site visit  
*Analysis and discussions*

[Page 88](#)  
The Setting  
*Borgen*

[Page 92](#)  
Process  
*From idea to strategy*

[Page 96](#)  
Workshop  
*Group presentations*

[Page 98](#)  
Summary of recommendations  
*by PPS and NUDA*

[Page 100](#)  
Group 1 and 2

[Page 104](#)  
Group 3

[Page 108](#)  
Group 4

[Page 112](#)  
Info and partners

# CONFERENCE

15th - 16th September

Introduction by  
Deputy Mayor  
Bjørg Tysdal Moe

hosted by  
Rob Cowan

and produced by  
Nordic Urban Design Association  
in partnership with  
Project for Public Spaces

CONFERENCE PICTURES BOTH DAYS



# WATERFRONT SYNOPSIS 2010

## Summary

"Waterfront Synopsis 2010", organized by the Nordic Urban Design Association (NUDA) and Project for Public Spaces (PPS), presented a unique view about how waterfronts could be developed in the future. Experts and practitioners from around the globe gathered to share their experiences, insights and ideas for a type of waterfront development that is broad based, community driven and organized around the simple idea of creating "places".

Over the past hundred years, waterfronts have been evolving from sites for industrial commerce to areas that have tremendous opportunity for a city. Making the transition from working waterfront to public gathering place is full of challenges, be it providing public access or identifying the activities best suited to a particular community and place. Today, more and more cities and towns are boldly taking on these challenges.

To raise this discussion to an international level, PPS and NUDA hosted an international gathering around the topic of waterfronts entitled "Waterfront Synopsis: Placemaking and Sustainability" in September 2010 in Stavanger, Norway.

The goal of the gathering was to

merge the ideas of Placemaking, community, livability, and health with those of environmentalism, climate change and sustainability around waterfronts.

The overarching theme of the conference - Placemaking, or the process of creating a "place", was selected because of its potential to be a major force for creating changes in how government is structured, how communities are engaged, how new processes around civic engagement are developed, and how professionals can be repositioned as leaders in creating spaces around waterfronts. However, while waterfronts are one of the most important public spaces in cities, few cities have successfully integrated Placemaking into their waterfront planning processes.

Discussions at the conference cen-

tered on innovative ways to apply Placemaking to the important role of waterfront development today, particularly through the following four overarching issues:

### Creating Multi-Use Destinations.

Creating multi-use destinations is a new way that waterfronts can be planned to attract both residents and tourists to cities.

**Fred Kent**, President of Project for Public Spaces (PPS) shared with participants, examples of the best waterfronts from around the world and why they are considered multi-use destinations.

**Scott Taylor** of the Glasgow City Marketing Bureau shared his place based marketing strategy that focuses on

the simple idea that people crave interesting and unique experiences in cities. Using this strategy, he created a new image and "brand" for Glasgow, Scotland. Although few could have imagined that Glasgow, a city of about 588,000 people, could become one of the hottest destinations in Europe, today it has transformed itself by using the City's history, heritage and culture to define destinations that are authentic and attractive to both locals and tourists.

**Kathy Madden** of Project for Public Spaces went on to describe Granville Island, a multi-use destination that is like no other. Developed 35 years ago, by the Canada Mortgage and Housing Corporation, the project represented an evolution of the idea that the island could retain its marine related uses but also add economic, arts and cultural activities that would make it a self sustaining place.

Today, it has achieved its goal with a multitude of uses that range from a public market, which is the economic anchor of the site, a hotel, a College of Art and Design, restaurants, a concrete plant, a brewery, a community center, performance spaces, artists' studios and shops along side many marine related uses.

### Local Economies, Community Health, and Public Markets.

"Lighter, quicker, cheaper" is a revolutionary, low-cost, high-impact strategy that demonstrates the major impact of markets on local economies.

Master of low-cost, high-return public space interventions in London and

NY, Eric Reynolds' projects at Urban Space Management (USM) are known for driving the economic renewal of run down or under-utilized spaces in imaginative and cost effective ways. Their "lighter, quicker, cheaper" approach is an entirely different development model; it is lower risk, lower cost and can be an interim solution for a site that is in transition - as many waterfronts are.

**Carol Binder**, former Executive Director of Pike Place Market in Seattle, WA, explained how the market evolved as an important place and multi-use destination. Pike Place Market is often called the "Soul of Seattle" because it has not only had a major impact on the local economy of Seattle during the past one hundred years of its existence, but it is also the place that represents the love that people in Seattle have of their city.

### Building Community through Transportation

Great waterfront cities depend on streets that are conceived as "places", greatly expanding the role of transportation on waterfronts.

Danish transportation engineer, **Bjarne Winterberg** demonstrated how street and road design can slow traffic to allow interaction or "eye contact" between motorists and pedestrians, thus transforming streets into places that enhance urban life.

**George K. Gunderson**, Project Director of the Sandes, Sola and Stavanger Lightrail project described how this project will work to meet the public

transportation needs of the region.

### Forging a New Architecture of Place

A new "Architecture of Place" can be used as a catalyst for waterfront development if it follows a locally defined vision.

Swedish architect **Alexis Pontvik** is convinced that, while architecture clearly plays a role in waterfront development, often cities do not take the time to define the broader community's vision for their waterfront at the outset. Without a locally based vision that details the way future projects should fit into the surrounding area and addresses the unique issues that exist in that place, a great opportunity to effectively use architecture is lost.

Paris is the most forward looking city in the world, creatively looking at how design can create a place on a temporary basis through activities and programming. Kathy Madden, of PPS talked about one of these projects, "Paris Plage", where one mile of the roadway along the Seine River is closed every summer to vehicle traffic in order to create a beach for its citizens.

The concept is intended to provide a wide range of activities and an interesting place for children and families to go during the summer. It consists of beach like activities along with a variety of games for children of all ages, small cafes, and exercise programs.

International examples of waterfront planning and development were pre-

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sented by **Gary Horowitz**, Project Director and Head of Mixed Use Retail for Lend Lease Development IN Australia and Fred Kent of PPS.

The “glue” that held all of the new ideas for waterfront development together was expertly provided by **Rob Cowan**, board member of NUDA and Director of Urban Design Skills in the UK.

#### Where do we go from here?

We think that that a new vision for how waterfront development could move forward in the future emerged from both Waterfront Synopsis Conference and the Placemaking Academy, not just in the Nordic Region but more broadly. It is a vision that is centered on creating “places” along waterfronts, incorporating Placemaking into the planning process for a waterfront, and thinking in new ways about some very critical issues that are not being widely considered today.

Issues include how multi-use destinations can be used to draw people to waterfronts, what new opportunities exist to build a local economy along them, how transportation can support and connect waterfronts to downtowns rather than divide them and how to forge a new type of architecture along waterfronts that provides an identity and creates places around it.

We look forward to further discussion on these issues during the coming year with all who attended the conference and others who are interested.

Sincerely,

**Håkon Iversen**  
President  
Nordic Urban Design Association

**Fred Kent**  
President  
Project for Public Spaces

**Kathy Madden**  
Senior Vice President  
Project for Public Spaces

WFS2010 OVERVIEW LOCATIONS

## A: CASE STUDY AREA ACADEMY

## B: CASE STUDY AREA ACADEMY



# THE CONFERENCE

Program 15<sup>th</sup> - 16<sup>th</sup> September

Clarion Hotel Stavanger and Hall Toll

The Waterfront (syn·op·sis) provided an opportunity for leaders in the field of waterfront development to learn how the Placemaking process could be used to develop successful and sustainable waterfronts. The process begins with learning how to most effectively involve stakeholders and other members of the community in defining a vision for a waterfront. The program combined a conference session followed by the academy taking theory into practical work. Below is the two day program. Minor changes occurred for day two.

## 14TH - OPTIONAL GUIDED TOUR

1400 Guided tour around the Stavanger waterfront.

*Guided by Fred Kent and Kathy Madden, PPS and Lise Storås, Chief Architect, City of Stavanger*

1600 End of tour

## 15<sup>th</sup>, September - DAY ONE CONFERENCE PROGRAM

Clarion Hotel Stavanger  
WELCOME

0800 Coffee and tea, registration

0845 Welcome and introduction to WFS 2010

## 0915

Introduction to PPS and Waterfronts as Multi-Use Destinations  
*Fred Kent, Project for Public Spaces*

## 1000

Welcome to Stavanger  
*Deputy Mayor of Stavanger*

## 1015

Participant Introductions and short legstretch  
*Rob Cowan*

*Urban Design Skills*

## 1045

**LOCAL ECONOMIES, COMMUNITY HEALTH AND PUBLIC MARKETS**

Historically, markets have played an important role in the development of waterfronts and continue in this role today. From small neighborhood farmers markets to urban market

districts, public markets are not only great community gathering places, they can also be economic generators that have a broad impact on their community's overall development. Markets located on waterfronts play a particularly important role in establishing a connection between the waterfront and the rest of a community.

### *Lighter, Quicker, Cheaper:*

The Case for Time Intensive Human Scale, Less Capital Intensive Development

*Eric Reynolds, Founding Director  
Urban Space Management UK*

### *The Soul of Seattle:*

Pike Place Market  
*Carol Binder, Executive Director  
Pike Place Market, Seattle, WA*

1200 Lunch

## 1300

### MULTI-USE DESTINATIONS IN WATERFRONT CITIES

Multi-use destinations define what a city is about and are the premier public spaces in a city that attract and highlight the local assets and unique talents and skills of the community. The combination of uses - educational, cultural, retail, and commercial - are open and available for visitors to freely partake in and are accessible physically, and in terms of how they are perceived.

Successful multi-use destinations are always changing because they are flexible enough to easily adapt to different times of day and year and they are proactively managed to take advantage of these differences.

The Vision, the Reality and the Results about Aker Brygge, Oslo, Norway from the perspective of international experts.

### *Place Marketing and the Experience Economy:*

*Scott Taylor, Chief Executive  
Glasgow City Marketing Bureau*

## 1415

### BUILDING COMMUNITY THROUGH TRANSPORTATION

In the last 100 years cities, (particularly waterfronts), have been defined by transportation decisions that were geared largely in favor of the car. The result is a system of streets and highways that reinforce a design ethos that is more about seeing or viewing rather than participating in communities. There is a massive shift in cities throughout the world where people

want to get back to the idea of place, connecting within communities, supporting local services, spending time in public spaces and being part of local communities rather than in disjointed, unconnected places with no local character. In this new vision, the automobile plays a secondary role to transit, bicycles and the pedestrian. Waterfronts are the key place in cities where these issues are enacted.

### *Impact of Road Design on the Use of Public Space:*

*Bjarne Winterberg, Architect and Planner, Ramboll in Copenhagen*

**A Critique of Urban Spaces and Institutions on Stockholm's Waterfront:**  
*Alexis Pontvik, Professor in urban design, KTH Architecture and the Built Environment*

## SUMMARY

1645  
Day 1 Summary

1730  
End of Day 1

## TAPAS AND GOOD DISCUSSIONS TO BE ENJOYED

Hall Toll

1845  
Arrive Hall Toll for cocktails

1900  
Tapas is served.

Meet the other delegates and keynotes for good discussions and an enjoying evening!

## 16<sup>th</sup>, September - DAY TWO CONFERENCE PROGRAM

Hall Toll  
WELCOME

0830  
Coffee and tea, registration

0900  
\*\*The Six City Experiment - Lessons Learned In 2001 The Norwegian Ministry of Environment initiated a collaborative partnership with six norwegian cities; Bergen, Stavanger, Tromsø, Trondheim, Skien and Fredrikstad to carry through a four year networked pilot project with the aim

to improve higher standard of city planning and waterfront developments. Several high profiled projects was initiated throughout the four year program as individual projects in each of the selected cities. The primer focus was to draw experience from the collaborative processes between the public and private sector in relations to how complex city planning issues could be managed through private and public partnerships.

0945

Waterfront Cities of the Future  
Speakers from Abu Dhabi and  
Australia

(with 30 minute break)

1230

Summary and Next Steps

1300

End of conference



"Themes like mixed use destinations such as Pike Market Place, the new development of Sydney waterfront, the idea behind the Container City and how to create great waterfronts gave new insights for how we envisage the waterfront of the future."



\*\*The program for day two session was changed.



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## PROJECT FOR PUBLIC SPACES

PPS has helped over 2,500 communities create successful public spaces.

Project for Public Spaces is a nonprofit, educational and technical assistance organization with an international reputation for its success in the creation of more livable communities.

Since 1975, we have worked in more than 2,500 communities, in 50 US states and 40 countries around the world, helping people to plan, design and manage successful public spaces.

**"With each community, PPS builds local capacity and pursues systemic change, using our resources, facilitation processes and expertise to overcome obstacles."**

PPS is recognized internationally for our success in helping communities enhance their unique sense of place, promote active, healthy lifestyles, foster contact between diverse populations, and work towards environmental sustainability. Public and private organizations, federal, state and municipal agencies; business

improvement districts; the private sector; neighborhood associations, chambers of commerce, charitable foundations and other civic groups have all worked with us to transform their downtowns and neighborhoods.

The PPS staff brings a wide variety of professional skills and years of experience working around the world on a vast array of public spaces. PPS's staff is trained in environmental design, architecture, urban planning, urban geography, urban design, environmental psychology, landscape architecture, arts administration and sociology.

We collaborate with architects, landscape architects and engineering firms, transportation consultants, retail planners and community organizations.

PPS is the only organization we know of that can systematically explain what makes great places work and how to achieve one.

In a recent Urban Land Institute article describing the best places in the United States, four out of the ten listed were PPS projects.



# THE CITY OF STAVANGER

New visions for the waterfront

by Lise Muurhom Storås

It is a great challenge to provide the City of Stavanger's waterfront with good planning and structure while at the same time maintain the city's historical character, identity, atmosphere and aesthetic qualities. Currently, no master plan has been established for the waterfront describing how it should be developed. There have been several development plans, analyses, guidelines and projects put forth to support the growth of certain areas, however they have not been structured as part of an overall master plan. Planning for the future of the Stavanger waterfront continues to be an ongoing and dynamic process.

The City of Stavanger aims to develop a vibrant and attractive waterfront with multi-use functions and high quality both in activities and physical appearance. The waterfront needs to be an active, living and vibrant port of regional and national importance. This forces the city to look towards the future through a new perspective.

The waterfront should be developed for commercial activities, culture, attractions and services. It is of utmost importance that new knowledge and insight into how to develop attractive multi-use destinations through commercial opportunities, transportation and capacity building is given attention in order to set the foundation for how to create a sustainable city. There is a core focus in Stavanger on developing new public spaces and facilities to accommodate the notion of

Stavanger being a "student city." The city is ripe for new growth and business within the maritime sector that will create new places to work, new public spaces, and attractions where art and urban culture are integrated as one.

A sustainable coexistence between the waterfront and city structure is of highest priority.

## The Cities of the Future

Cities of the Future is a collaboration between the Norwegian Government and the 13 largest cities in Norway to reduce greenhouse gas emissions and make the cities better places to live. In Stavanger, the aim is to reduce the green gas emissions by 20% in 2020 compared to 1991 standard. The Cities of the Future focuses on four core programs:

Land Use and Transportation  
Consumption and Waste  
Energy and Buildings  
Climate Change Adaptation

The main challenge for Stavanger is the high density traffic and how to reduce it through new transportation strategies. Traffic alone stands for 65% of gas emissions. It is of high priority to increase the network of pedestrian movement and public transportation, improve bike paths, establish green corridors, extend walking areas and promenades, while at the same time accommodate for new connections and destinations. It is also a goal to create new public spaces, designed with a higher degree of different activities and uses, such as quiet areas, music sites, family places, areas for social interaction, and various water zones. In general, there is a high focus on developing





## THE WHARF, STAVANGER

public buildings on the east part of the waterfront site, such as a new theater, a courthouse, a new cinema, and new parks, public spaces and arenas for cultural activities.

### Urban Planning and Preservation

Currently, the City of Stavanger is undergoing several urban planning and preservation projects. There is general agreement that the clearly identifiable waterfront surrounding the inner wharf should be strengthened through the preservation of the old historical building structures and the waterfront with its piers and quays facing east should be strategically preserved as part of the Old Town of Stavanger.

The historical wharf landscape enriched with traditional and maritime structures surrounding Engøyholmen Coastal Centre will be strengthened as a historic site to replicate the ancient townscape of Stavanger. The knowledge of relics of ancient waterfront houses, boat building, sailing and other maritime activities will be extended and further developed to support the plan. The project concerns the main axis between the Norwegian Oil Museum and Engøybroen, including Sølyst and Little and Big Marøy, towards Knudsaskjæret. There is a high degree of prioritization for the preservation of modern cultural heritages of both technical and industrial character. Old Tou Brewery is one of Stavanger's rundown and closed industrial sites where the vision is to transform its function into one of the most important production facilities for contemporary art and international movements within artistic work and relevant experienc-

es. One of the current urban planning projects in Stavanger is the development of the music park in Bjergsted. This project will contain a new concert hall, cultural school and high school for music, dance and drama. Included in this project is an extension of new parking spaces, new public spaces, sidewalks and new streets along the waterfront.

In the Old Town of Stavanger a plan has been developed to preserve the traditional residential units from the 16th - 17th century which have characteristic terraces along the waterfront. These structures are similar to the old structures at Bryggen in Bergen and are considered, along with the individual structures such as Domkirken and Valbergtårnet, to be the most identifiable features in the city centre of Stavanger. This project established the foundation for a full renovation of the units; of the original 240 structures, there are currently only 60 left.

The Stavanger Maritime Museum, attached to the Blue Promenade, a 4 km connective promenade along the waterfront named for its identifiable blue color, has recently been approved for further extension.

The central square in Stavanger was recently refurbished as part of a main destination and public square under the European Culture City 2008. It is the main public space in Stavanger and is adjacent to the wharf and the active port that has deep-water quays, accommodating nearly 100 cruise ship arrivals every summer.

Norway's oil history is represented at the Norwegian Oil Museum at

Kjeringholmen, adjacent to another well-known project of temporary status: Geoparken, designed by Helen & Hard Architecture.

Other than these mentioned projects, new residential areas have been established at Holmen, though very few public spaces are connected to the project. A new marina has been developed in Børevigå, adjacent to Holmenallmenningen, and shopping malls such as Magasin Blaa and Stavanger Aftenblad with an information centre at Verksgata provide commercial activities.

### New Ongoing Planning

The centre of the peninsula in Stavanger is undergoing a planning process where one of the key projects is to preserve the traditional structures along the waterfront and the heritage listed trade centre. As part of these key projects, planning strategies have been developed to:

- //secure the Stavanger timber city;
- //develop a master plan for city lighting at the centre of the peninsula including waterfront terraces;
- //preserve the port-culture landscape;
- //reduce gas emission and traffic;
- //implement a permanent park at Kjeringholmen, develop Jorenholmen (temporary parking) and extend the Stavanger Maritime Museum;
- //reduce surface water;
- //evaluate the possibilities for further development of more space for cruise ships; and
- //develop a underground parking place under Nytorget with access from Verksgata.

## URBAN SJØFRONT

### Transforming Stavanger East

by Kristin Gustavsen

Stavanger East is currently undergoing an extensive urban transformation. Nearly 6000daa of old industrial sites are gradually shifting their position as the city backyard to a valuable resource supporting the urban growth and extension of the City of Stavanger.

Since the launch of Urban Sjøfront Storhaug - Vision for Sustainable City Planning 1999, a strategic priority has been put on developing major urban plans and key projects in Stavanger East. A collaborative organizing of property owners and public-private companies sharing a strong willingness to create a multi-use city district has been the starting point for developing high quality projects that preserve the unique identity of the area.

Urban Sjøfront AS, a nonprofit company, is a proactive initiator and coordinator for sustainable developments in Stavanger East and represents a collective of private and semi-public property owners in the area that include members of different professions and various bodies of knowledge. Along with local knowledge and organizations, members of Urban

Sjøfront introduce new perspectives and visions to the otherwise rigid city planning process.

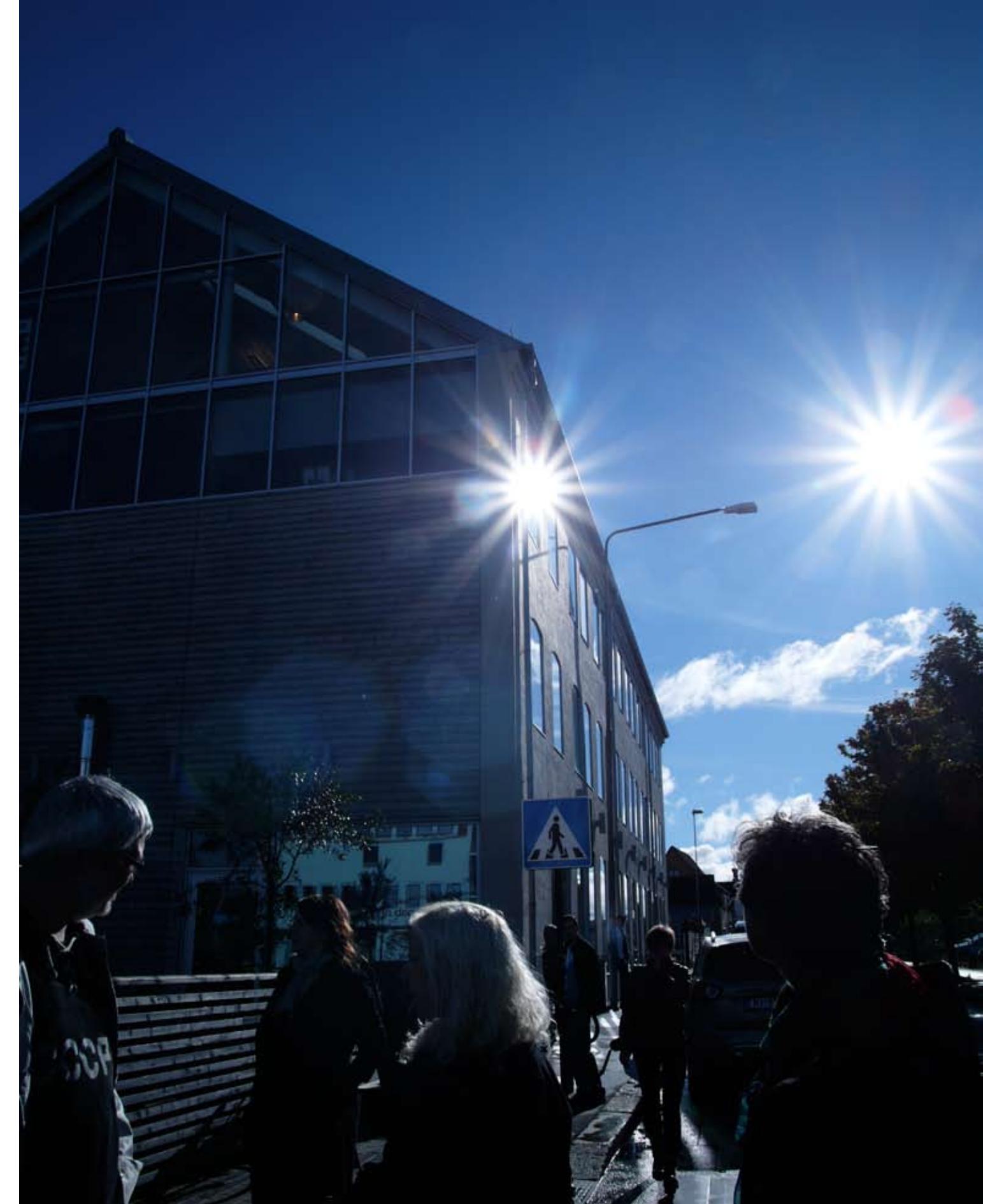
The company focuses on constructive and results oriented processes for how to realize the structural transformation of a rundown industrial district by providing insight for the creation of multi use projects in the area. There has also been a major focus on the establishment of a public-private partnership model that will provide the basis for economic growth to enhance and improve necessary infrastructure in the area.

**"Several new commercial and public residential projects in Stavanger East where old empty buildings are revived with activities and life have already been completed."**

These projects have proved that success is closely tied to giving the community opportunities to engage in activity. The Contemporary Arts Centre - Tou Scene, Business School of Economy (BI), Johannes Teaching Centre, The Castle with the "Ostehuset" and "Orangeriet" are all examples of such success, each one maintaining and bringing forth the history and identity of the place by integrating activities and innovative architecture to existing buildings.

The result is life and vitality in the space. In order to build on the objective of sustainable placemaking, future projects also need to include innovation in energy use, materials, and universal design, similar to projects such as Norwegian Wood, the new wood house district at Siriskjær, Leirvиг Bryggen and Europan 8.

In recent years Stavanger East has





#### PARK ADJACENT TO "BORGEN", STAVANGER EAST

experienced a high degree of growth in art and culture related activities.

**"The purchase of Tou Scene, previously the largest brewery in the area, by the City of Stavanger in 2009, has had a significant impact on this growth. During the coming years, 13000 square meters will be developed into a combined showroom and workplace for art and art related activities, in an effort to avoid the gentrification of the area."**

Stavanger East also represents a comprehensive area of land that has the potential to provide the city with new public spaces such as parks, squares and public access to the waterfront. Through two major cooperative regulations, the area has secured strategic locations for the new park developments, as well as initiating a high degree of participation in the overall city planning strategy for Stavanger.

When the Waterfront Synopsis 2010 starts in mid-September, Stavanger East will have celebrated the opening of the newest park in the area where ten internationally acclaimed artists have created a large outdoor art exhibition entitled "The Nuart Landmark." Parallel with this the sales and realization of several projects put on hold during the financial crisis are now generating high activity again.

There is an ongoing political discussion about defining Stavanger East and the city centre as one entity instead of two separate districts as it is defined today. The discussion is a

result of the project - Centre Axis - which was initiated by Urban Sjøfront in 2008. Areas of Stavanger East that employ cooperative development strategies have managed to create a strong anchor for the whole area as part of the city planning strategy. Integrating the two will provide an improved framework for more business and development.

A lot has happened in the past few years regarding city planning in Stavanger, much related to vast areas and districts such as Stavanger East. Planning is a time consuming process where experiences and perspectives frequently change based on new challenges and guidelines. These challenges are similar to those found in other cities, both nationally and internationally. Complex issues related to such urban transformations require a foundation for the exchange of knowledge and experiences in order for strategies to be further developed, processes and projects organized and methods used. New and exciting collaborations are under development with the goal to realize new activities and uses for the city, including a new development project with the working title "City Communication," however, there still remains a substantial amount of work to be done in Stavanger East within the areas of detailing, programming and conceptualizing.

It is with this basis Urban Sjøfront is proud and enthusiastic that Nordic Urban Design Association and Project for Public Spaces chose to initiate the first Waterfront Synopsis gathering in Stavanger, providing an excellent opportunity to share knowledge, experiences and inspiration with lead-

ing international majorities within waterfront development and urban projects.

Welcome to Stavanger and Stavanger East!

**The two day Academy program will be held at Borgen adjacent to the newly opened park.**





# WATERFRONT GENERAL

Overarching agenda: [How to Transform a Waterfront](#)  
by Project for Public Spaces

A city's waterfront is perhaps its most important public space, yet few cities have succeeded in overcoming the challenges necessary to transform these spaces into the destinations that they could become. Some waterfronts have been privatized by residential development, others are cut off from the rest of the city by roads or highways, and some are simply underused due to a lack of activities and amenities.

The following ideas can serve as the framework for any waterfront project seeking to create vibrant public spaces, and, by extension, a vibrant city.

## 1. Make public goals the primary objective

The public market at Vancouver's Granville Island.



The best solutions for waterfronts put public goals first, not short-term financial expediency. As long as plans adhere to the notion that the water-

front is an inherently public asset, then many of the following steps can be pursued successfully. Community engagement – and, ultimately, local ownership and pride – will flow from this basic premise.

## 2. Create a shared community vision for the waterfront

Residents use PPS's Place Game to envision improvements to Liberty State Park in Jersey City, New Jersey.



Unlike a master plan, a vision proc-

ess does not lock a project into a prescribed solution. It is a citizen-led initiative that outlines a set of goals-ideals to strive for-that set the stage for people to think boldly, make breakthroughs, and achieve new possibilities for their waterfront. Because a vision is adaptable and can be implemented gradually, starting with small experiments, it often becomes bolder as public enthusiasm for making changes builds and the transformation of the waterfront gains credibility.

## 3. Create multiple destinations: The Power of Ten

The wealth of uses around the London Eye has created a destination where there was none before.

PPS has found that an effective way to structure a vision process is to set



a goal of creating ten great destinations along the entire waterfront, an idea we call the "Power of Ten." This focus on destinations, rather than "open space" or parks, enables a genuine community-led process to take root. Once ten destinations have been identified, then nearby residents, businesses, community organizations and other stakeholders begin to define the uses and activities they want to see at each place. Ideally, each destination should provide ten things to do, which creates diverse, layered activity, ensuring that no single use will predominate. This process is open-ended-so that the result can fulfill the hopes of people involved in the process. This cannot happen when it is assumed from the outset that the goal is to build, say, a park, which may narrow

the range of possible outcomes and prevent some of the best ideas from ever seeing the light of day.

## 4. Connect the destinations

Helsinki's Esplanade provides an exceptional connection between the city center and the waterfront.



The next idea to keep in mind is that each of the ten destinations should be incorporated into a vision for the waterfront as a whole. The key is to achieve continuity, especially when it comes to the pedestrian experience. A walkable waterfront with a wide variety of activity along it will successfully connect destinations, allowing each to strengthen the others. Creating these connections is a fascinating challenge that entails

mixing uses (such as housing, parks, entertainment and retail) and mixing partners (such as public institutions and local business owners).

Creating connections also means enticing people to the waterfront on foot or bike, rather than relying exclusively on the car. Helsinki, Finland, possesses perhaps the best example of this kind of connection-The Esplanade, which masterfully leads from the heart of the city down to the water. Lined with trees and flower displays, the path is a gentle lure, rewarding us with a magnificent plaza with sweeping, unobstructed views of the harbor. It guides you on a pleasurable stroll straight to the waterfront's main destination.

## 5. Optimize public access

Pedestrian crossings enhance access to the water in Milwaukee, Wisconsin.

It is essential that the waterfront be accessible for people's use to the greatest extent possible. Once again, the goal of continuity is of paramount importance. Waterfronts with

continuous public access are much more desirable than those where the public space is interrupted. Even small stretches where the waterfront is unavailable to the public greatly diminish the experience. California's Balboa Island, located off the coast of Newport Beach, makes its entire shoreline accessible to the public instead of giving waterfront property owners sole rights of use.



Access also means that people can actually interact with the water in many ways—from swimming or fishing, dining or picnicking dockside, boarding boats or feeding the ducks. If it is not possible to actually touch the water, people should have access to another type of water nearby—such as a fountain, spray play area or a swimming pool that floats next to the shore (such as the pools in the Seine during Paris Plage).

#### **6. Ensure that new development fits within the community's vision**

The newly re-developed Aker Brygge Harborfront in Oslo, Norway

When the public's vision comes first in a waterfront revitalization project,



of people, day and night. They are the sites of festivals, markets, fireworks displays, concerts and other high-energy gatherings. A high concentration of residential development limits the diversity of waterfront use and creates constituencies invested in preventing 24-hour activity from flourishing.

#### **8. Use parks to connect destinations, not as destinations unto themselves**

A lakefront greenway in Cleveland, Ohio



In a similar vein, parks should not serve as the *raison d'être* of the entire waterfront. Passive open space puts a damper on the inherent vibrancy of waterfronts, evident in cities such as New York, Vancouver, and Toronto that have relied too heavily on "greening" their waterfronts without mixing uses that draw people for different reasons at different times.

The world's best waterfronts use parks as connective tissue, using them to link major destinations together. Helsinki, Stockholm, Sydney, and Baltimore have employed this strategy to fine effect.

#### **9. Design and program buildings to engage the public space**



Great waterfronts are not dominated by residential development. Why? Because these are places that are full

Buildings on the harbor in Auckland, New Zealand



Any building on the waterfront should add to the activity of the public spaces around it. When successful, the result is an ideal combination of commercial and public uses. Towers, on the other hand, are noticeably out of place along rivers, lakes and oceanfronts. High-rises tend to be residential buildings with private activity on the ground floor. They may also create a wall that physically and psychologically cuts off the waterfront from surrounding neighborhoods.

#### **10. Support multiple modes of transportation and limit vehicular access**

The multi-modal Copacabana Promenade in Rio de Janeiro, Brazil



Waterfronts are dramatically enhanced when they can be accessed by means other than private vehicles.

In Sydney, Stockholm, Venice, Helsinki, and Hong Kong, people head to the waterfront via maritime routes as much as by land. Walking and biking are another important part of the transportation mix, and many of the best waterfronts feature pedestrian promenades and bike lanes. Unimpeded by cars or parking lots, people are more at ease, and the full breadth of waterfront activity can flourish. (Commercial deliveries to local businesses are an important exception to this rule.)

#### **11. Integrate seasonal activities into each destination**

The seafront in Brighton, England on a blustery day



Stockholm's City Hall is not just the 'seat' of local government.



An iconic structure can be a boon to the waterfront, so long as it acts as a multi-use destination. On a recent weekend morning in Stockholm, the busiest building along the waterfront was the City Hall. Surrounded by a plaza, park, and courtyards, the building shares its slice of the waterfront with a major pier where boats offer waterfront tours. Clearly, this City Hall is more than a one-dimensional icon, it is also a good neighbor with a strong sense of place. Today's icons should strive to achieve the same flexibility and public-spirited presence.

#### **13. Manage, manage, manage**

Bogota's Simon Bolivar park is very well managed, with uses and programs on and off the water. Ongoing management is essential to maintain waterfronts and sustain a diverse variety of activities and events throughout the year. Waterfronts could adopt the model of the Business Improvement Districts that have been so successful in many downtowns. A "WID" could forge partnerships between waterfront businesses and organizations and those in the surrounding district, so that waterfront programming—such as temporary exhibits of local artists or music by local musicians—reflects the community and gives the place a unique character.

## TOWARDS AN ARCHITECTURE OF PLACE

Theme 1: [The smack-down](#)  
by Project for Public Spaces

Cities defined by great public destinations are becoming ever more important in a competitive globalized economy. Examples can be seen everywhere, from the transformation of Bryant Park and Central Park in New York, to the emergence of Lower Downtown in Denver and the revival of once-overlooked cities such as Barcelona, Copenhagen and Melbourne.

Nearly every city today can brag about at least one success story where determined citizens, guided by the idea we call Placemaking, made a difference in the place they call home. Even downtown Detroit now enjoys a popular town square—Campus Martius—which has brought thousands of jobs and hundreds of millions of dollars in new investment to the hard-hit city center.

These remarkable turn-around stories did not happen through the grand visions of designers, but rather by the creativity of a diverse group of people who thought imaginatively and applied broad skills to transform their communities into great places.

But the recent trend toward “iconic” architecture—which has gained a big following in the media and among high-profile clients, winning numer-

ous architectural prizes—minimizes the importance of citizen input and dismisses the goals of creating great public places. Instead it promotes a design-centric philosophy where all that matters is the artistic statement conceived by an internationally recognized celebrity. Frank Gehry, an architect of considerable talent and imagination, drew world attention to the iconic design movement with his famous Guggenheim Museum in Bilbao, Spain. In the process, he inaugurated an era in which designers call all the shots in creating our cityscapes, leaving us with showy buildings meant to be admired from a distance rather than contributing to the vitality of everyday life in a local community.

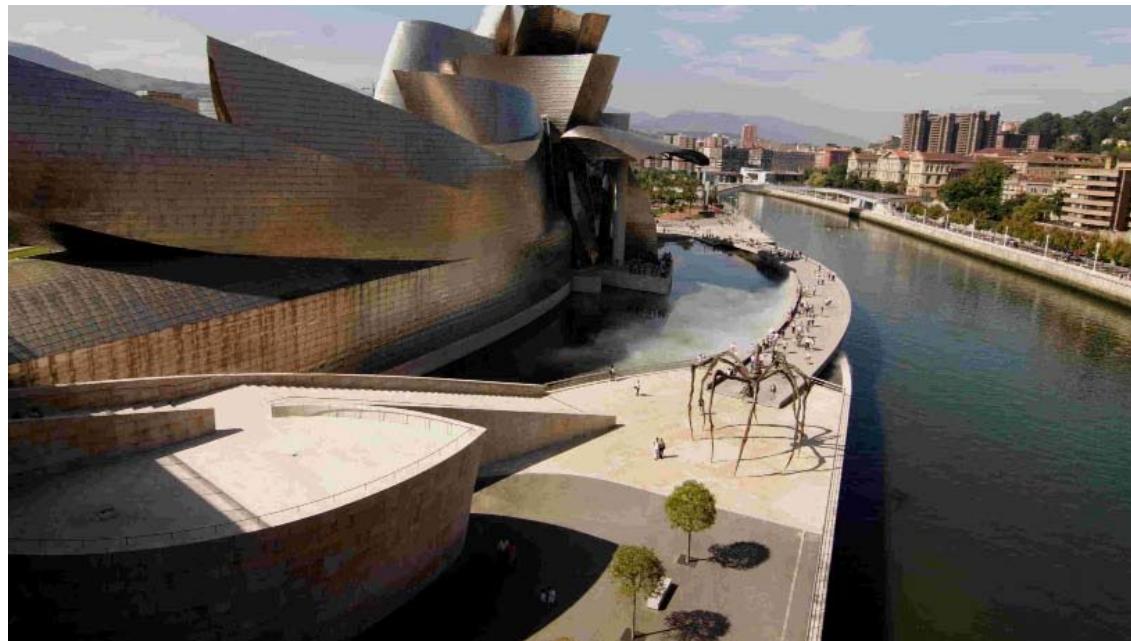
Gehry’s Bilbao Museum made a definitive design statement when it opened in 1997, putting this Span-

ish city on the map of contemporary cultural destinations. But this sort of media buzz enjoys a short life. To make an enduring impact, a place must continually reinvent itself to stay relevant to the times and its setting. The next step for this groundbreaking museum should be for it to evolve it into a great place that keeps people coming back for more than just architecture and art.

It needs to become a spot where people naturally want to hang out in order to enjoy the entire experience and energy of an amazing city. Our assessment is that the Bilbao museum does not do that. We have praise for the building as a work of art, but not as a destination.

Some of Gehry’s buildings, like the Pritzker Pavilion in Chicago’s Millennium Park is outstanding – a true iconic





Gehry's iconic Bilbao Museum makes a singular statement.

architectural achievement. The concert stage, the "Trellis" that spreads an excellent sound system across a large expanse of grass and the seating area are all awesome.

**"It's hard to create a space that will not attract people, what is remarkable, is how often this has been accomplished."** -William H. (Holly) Whyte

Yet one of iconic architecture's greatest strengths—the eye-catching quality of these new and sometimes beautiful buildings—also becomes its greatest weakness in the hands of designers, clients and architecture boosters solely interested in creating monuments with "curb appeal."

Too little thought is given on how to continue attracting people to these places after their first visit. Since many of these buildings are cultural institutions, whose success depends on instilling a sense of community and connection among their visitors, this is a particularly short-sighted strategy. One-time tourists won't pay the bills of these expensive-to-maintain buildings.

#### The Problem with "Starchitecture"

Cities as envisioned by iconic "starchitects" and their supporting cast of patrons and admiring journalists are worlds apart from the aspirations ordinary citizens have for their communities. That helps explain why designers today are deeply afraid of

being judged by anyone other than their own kind.

The simple question of "What will we do to ensure that design creates good public spaces for people to use and enjoy?" ought to be asked of every designer and every client on every project. For a designer to duck that question does a huge disservice to the profession and society as a whole.

Good design involves much more than making "bold" and "innovative" aesthetic expressions; design should help us achieve solutions to the major urban issues confronting our world today, from environmental destruction to economic decline to social alienation. Architecture falls far short of its potential when designers focus



The Pritzker Pavilion in Chicago's Millennium Park, Frank Gehry's finest building, fosters vibrant public life and contextually creates a real center for Millennium Park.

all of their talent on what shapes and facades to use in making their latest artistic statement.

**"Cities have the capability of providing something for everybody, only because, and only when, they are created for everybody."**  
-Jane Jacobs

The idea of great places as espoused by the iconic architecture movement is very different than that of almost everyone else. When stakeholders and residents in a given city are asked to evaluate a public space or building that is highly praised in the media and among the design community, they are often ruthless in their assessment. Not impressed by design

awards or lavish praise in architectural journals, local citizens are focused how well a space works for people.

**"We shape our buildings, and thereafter our buildings shape us."** -Winston Churchill.

This raises issues about the elite nature of many of these iconic buildings—contemporary art museums, opera halls, university buildings etc.—that occupy prime settings in the heart of a community and are subsidized by public funding (if not in the actual construction, then in public infrastructure and upkeep for the surrounding area).

There is a moral obligation that these

landmarks serve a wider audience than just contemporary architecture buffs in order to justify the investment of public and tax-free charitable money that goes into them. The best way to do this is to create a convivial setting—outdoors as well as indoors—that the whole community will see as an asset. Creating "iconic for iconic sake" buildings is no longer enough—architects must become more inventive in creating new design strategies that can sustain the environment and improve daily life for the one-half of the world's population that now live in cities.

The current development slowdown caused by the real estate crash and global economic crisis gives us time to reflect and re-orient our focus. We can emerge from this slump armed



FRANK GEHRY'S CITYSCAPE, DUSSELDORF

with bold design innovations that will strengthen local communities and economies, protect the earth and establish a new kind of architecture rooted in a sense of place and a mission to improve people's lives.

#### Great Examples of Iconic Architecture that Create Great Places

The problem is not with the idea of iconic architecture, as some architectural traditionalists charge, but with the constricted approach that too many iconic designers embrace. Here are two recent examples of iconic projects that create a marvelous sense of place, thus treating the public to both cutting-edge design and a great destination to admire, use and enjoy.

#### 1. Oslo Opera House (Oslo, Norway)

Purely Iconic in its design, the new opera house in Oslo, Norway by the Snohetta firm (based in both Oslo and New York) takes contemporary architecture beyond just the building to create an amazing public space where the public may literally use the entire site as a playground. In fact, Snohetta has explained that for this project, nature defines form and not function.

The building itself is wonderful, featuring a dynamic design that allows for creative uses and opportunities for exploration. It is a masterpiece of form, function and nature, and thrives despite its isolation from the rest of the cityscape.

To remain vital for the future, the building must grow into a larger



Gehry's iconic cityscape in Düsseldorf, Germany, with few signs of human life



Iconic Architecture at its Best: The Oslo Opera House attracts crowds of people despite an isolated location.



Triple Crown: Council House 2 in Melbourne, Australia, shows that a beautiful iconic building can spark lively streetlife and fit in its surroundings. It has also won green architecture awards



COUNCIL HOUSE, MELBOURNE

mixed-use destination for year-around activity.

## 2. Council House 2 (Melbourne, Australia)

Melbourne, a city that is reaching for the best in urbanism on many fronts, sports an impressive "green" municipal office building that richly enhances the surrounding neighborhood. This is a boldly beautiful accomplishment, which fosters street life and creates a good sense of place by connecting with what's nearby. It has earned Australia's six-star Green Star rating.

### Three Ways to Make Great Places in Our Communities

So how do we move beyond the era of narrow architecture to incorporate community, environmental stewardship and a sense of place into the evolving architecture of the 21st Century?

Here are three ways to start:

1. The design professions must move away from iconic-only solutions and toward a larger vision of "Architecture of Place."

A big step in this direction could be taken by the officials of the Pritzker Prize, the "Nobel Prize" of Architecture, in changing the criteria for the selection of their award. They could also add other categories to the prize that would broaden the idea of how design can be an integral part of making great cities. (The Driehaus Prize, equal in dollars to the Pritzker, already does this with its prize for classical architecture and urbanism.)

2. Going deeper, we need to establish an entirely new field that encompasses design but is not defined exclusively by it.

This field would be wider than architecture, urban planning or community development, putting a special emphasis on the skills needed to work with communities in creating streets, community institutions and public spaces that improve people's lives. Within this context, iconic architecture could be a very valuable asset but not the exclusive focus.

3. Before the first sketch is made on any project large or small, designers, clients and the community as a whole need to ask basic questions about its impact:

**How will it generate vibrant public life?**

**How will it honor its context in the community?**

**How will it create a community place and draw on local assets? (Cultural, ecological, historical, social, and economic).**

**How will it delight people, bring them together and enhance their lives?**

The challenge in creating great cities for the future is enormous, yet critically important. Our attention needs to be focused on many levels of urban life: livability, local economies, community health, sustainability, civic engagement, and local self-reliance. Good architecture and design, broadly defined, must be at the heart of all these efforts. When all of these

goals are aligned, we'll see a world-changing movement to repair the environment and improve living conditions for everyone living upon it.

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**"If you don't know where you are, you don't know who you are."**  
**-novelist Wallace Stegner**

# BUILDING COMMUNITY THROUGH TRANSPORTATION

Theme 2: by Project for Public Spaces

As we are faced with ever rising gas prices and mounting evidence that how we have planned and shaped our communities over last 50 years is a major contributing factor in the degradation of our natural and human environments, more and more people are beginning to recognize that this is a key moment to make wise transportation decisions that will influence our quality of life for years to come.

This is imperative because America now faces a public health crisis; uncertain energy supplies; global climate change; loss of our natural environment; ever-increasing social inequity; and declining civic and community engagement. Planning transportation for community outcomes, rather than merely moving cars, will also help protect our nation's irreplaceable cultural and historic resources and serve as an economic catalyst for towns and cities.

The transportation system is everywhere, and its impacts are a major issue for virtually every community. If we can influence decisions on the dimensions and designs of transportation networks and facilities so that they are perceived as public places and improve the quality of the human and natural environments, rather than simply moving vehicles from

place to place, we can open the door to visionary community planning and design.

**"Transportation is the game board upon which all other factors are played."** - Carol Murray, former Commissioner of New Hampshire DOT

The transportation industry, too, is poised for a change. More than any other government entity, transportation agencies possess the largest public works budget, giving them the greatest capacity of any government agency to reshape the landscape. DOTs have also begun to face project and program resistance brought on by regulatory change, community dissatisfaction, flat funding resources, rapidly decaying infrastructure, and

pressure from reform advocates. This has led to increasing awareness that we need to find new ways of doing business which advance transportation programs while satisfying the triple bottom line of economic, social and environmental goals.

The transportation establishment has clearly organized itself into a well-structured, disciplined, and cohesive profession, designed to deliver on its perceived mandate to provide people with a system for high speed and safe travel. It only follows that if we transform the way the transportation establishment views its mandate, we can positively affect community building.

## Streets as Places

As well as to see, the street is a place to be seen. Sociability is a large part

of why cities exist and streets are a major if not the only public place for that sociability to develop.

-- Alan Jacobs, Professor at the University of California, Berkley, Author of "Great Streets"

**The street is the river of life of the city, the place where we come together, the pathway to the center.**  
-- William H. Whyte

Streets can take up as much as a third of a community's land, and prior to the dawn of the automobile era, they served as public spaces for social and economic exchanges. Under the planning policies of the past 70 years, however, people have for all intents and purposes given up their rights to this public property. While streets were once a place where we stopped for conversation and children played, they are now the exclusive domain of cars. Even where sidewalks are present along highways and high-speed streets, they feel inhospitable and out of place.

Ironically, the single minded pursuit of creating efficiency for the automobile travel has also failed to successfully address transportation issues, as sprawling land use patterns and traffic congestion continue to grow exponentially despite new roadway mileage that generally outpaces population growth.

Which goes to show that, as PPS has long said, "If you plan cities for cars and traffic, you get cars and traffic. If you plan for people and places, you get people and places."



Using the street as furniture empowers the sense of integration and shared space.

The power of this simple idea is that it reflects basic truths that are rarely acknowledged. One such truth is that more traffic and road capacity are not the inevitable result of growth. They are in fact the product of very deliberate choices that have been made to shape our communities around the private automobile. We have the ability to make different choices--starting with the decision to design our streets as comfortable places for people.

**"There is a new movement to look at streets in the broader context of communities."**

Thankfully, over the past ten years, a growing number of people around the world have stood up and demanded something better. PPS is helping to show the way forward, assisting communities realize a different vision of what transportation can be.

Downtown streets can become destinations worth visiting, not just thruways to and from the workplace. Transit stops and stations can make commuting by rail or bus a pleasure. Neighborhood streets can be places where parents feel safe letting their children play, and commercial strips can be designed as grand boulevards, safe for walking and cycling and allowing for both through and local traffic.

We are poised to create a future where priority is given to the appropriate mode, whether pedestrian, bicycle, transit or automobile. To be sure, cars have their place, but the rediscovered importance of walking and "alternative transportation modes" will bring more people out onto the streets--allowing these spaces to serve as public forums where neighbors and friends can connect with one another.

In order for our streets to fulfill the

critical “town square” function that is missing in most communities today, they need to be planned and designed appropriately using the following guidelines.

#### Rule One: Design for Appropriate Speeds

Streets need to be designed in a way that induces traffic speeds appropriate for that particular context. Whereas freeways should remain high-speed to accommodate regional mobility, speeds on other roads need to reflect that these are places for people, not just conduits for cars. Desired speeds can be attained with a number of design tools, including changes in roadway widths, curvature, and intersection design. Roadside strategies, like building setbacks and sidewalk activity, can also impact the speed at which motorists comfortably drive.

Speed kills sense of place. Cities and town centers are destinations, not raceways, and commerce needs traffic—foot traffic. You can not buy a dress from a car. Even foot traffic speeds up in the presence of fast-moving vehicles. Access, not automobiles, should be the priority in city centers. Don’t ban cars, but remove the presumption in their favor. People first!

#### Rule Two: Plan for Community Outcomes

Communities need to first envision what kinds of places and interactions they want to support, and then plan a transportation system consistent with this collective community vision. Transportation is a means for



accomplishing important goals—like economic productivity and social engagement—not an end in itself.

Great transportation facilities, such as Grand Central Terminal in New York City and the wide sidewalks of the Champs Elysées, are transportation “improvements” that have truly improved the public realm. Designing road projects to fit community contexts can help increase developable land, create open space, and reconnect communities to their neighbors, a waterfront, or park. They can reduce household dependency on the automobile, allowing children to walk to school, connecting commercial districts to downtowns, and helping build healthier lifestyles by increasing the potential to walk or cycle. Think public benefit, not just private convenience.

For years we’ve seen this philosophy gain traction in leading cities around the world. Barcelona has built boulevards and Ramblas that give pedestrians priority over the auto. Paris has developed a neighborhood traffic calming program to rival that of any city anywhere.

London charges congestion fees for vehicles entering the city center, suc-

cessfully reducing traffic levels and funding an aggressive program to improve transit. Bogotá now boasts a world-class bus rapid transit system and has established a mandate to eliminate private auto use during the morning rush hour by 2015. These projects provide evidence that can redesign our transportation networks to reflect their true importance as public spaces and supporters of our vision for our towns and cities.

**“It is also essential to foster land use planning at the community level that supports, instead of overloads, the transportation network.”**

This includes creating more attractive places that people will want to visit in both new and existing developments. A strong sense of place benefits the overall transportation system. Great Places—popular spots with a good mix of people and activities, which can be comfortably reached by foot, bike and perhaps transit as well as cars—put little strain on the transportation system. Poor land use planning, by contrast, generates thousands of unnecessary vehicle-trips, creating dysfunctional roads, which further deteriorate the quality of the places. Transportation professionals can no longer pretend that land use is not their business. Transportation projects that were not integrated with land use planning have created too many negative impacts to ignore.

#### Rule Three: Think of Streets as Public Spaces

Not so long ago, this idea was consid-

ered preposterous in many communities. “Public space” meant parks and little else. Transit stops were simply places to wait. Streets had been surrendered to traffic for so long that we hardly considered them to be public spaces at all. But now we are slowly getting away from this narrow perception of “streets as conduits for cars” and beginning to think of “streets as places.”

The road, the parking lot, the transit terminal—these places can serve more than one mode (cars) and more than one purpose (movement). Sidewalks are the urban arterials of cities—make them wide, well lit, stylish and accommodating with benches, outdoor cafes and public art.

**“Roads can be shared spaces with pedestrian refuges, bike lanes, and on-street parking. Parking lots can become public markets on weekends. Even major urban arterials can be designed to provide for dedicated bus lanes, well-designed bus stops that serve as gathering places, and multi-modal facilities for bus rapid transit or other forms of travel. Roads are places too!”**

Transportation—the process of going to a place—can be wonderful if we rethink the idea of transportation itself. If we remember that transportation is the journey, but enhancing the community is always our goal.



# CREATING PUBLIC MULTI USE DESTINATIONS

Theme 3: by Project for Public Spaces

All vital cities showcase at least one multi-use destination – an interesting place where people can go for a variety of activities that involve more than shopping. A multi-use destination that is the heart and soul of a community can both create an identity and generate good jobs and economic growth for that city.

Multi-use destinations define what a city is about and are the premier public destinations for both locals and tourists.

They have a variety of types of spaces that are perceived as “public” including squares, streets, sidewalks and plazas that are surrounded by a mix of uses that highlight the local assets and unique talents and skills of the community.

The combination of uses – educational, cultural, retail, commercial – are open and available for visitors to freely partake in activities. They are accessible, both physically, and in terms of how they are perceived. They allow you to visit, become involved and stay awhile.

Successful multi-use destinations are always changing because they are flexible enough to easily adapt to

different times of day and year and they are proactively managed to take advantage of these differences.

## How Can Placemaking Help to Create Multi Use Destinations?

Placemaking provides the basis for a broader discussion and is the root of a campaign. It has become a movement that naturally feeds and expands other movements. Placemaking encourages a convergence of issues such as community health, sustainability, and creating a local economy around broader community goals.

It is also about defining a new multi-skilled discipline to create multi-use destinations, which changes the roles of professionals such as designers and transportation planners and creates the basis for a new development strategy for cities.

It empowers communities to be in charge of their future.

## The “Magic” of Multi Use Destinations

A classic example is Granville Island, a tiny (38 acre) patch of waterfront in Vancouver, Canada, that is home to a public market, Emily Carr College of Art and Design, a children’s museum, community theater, community recreation center, local artists’ studios and galleries, cooking school, hotel, boat repair and construction businesses, a cement plant (with a revolving cement truck painted like a strawberry) and a multitude of other unique and interesting uses that appeal to both locals and tourists. It is the most visited destination in British Columbia but has one of the smallest budgets (just \$25,000 per year) for tourism advertising of any Vancouver



**Museums**

Centro Cultural de la Raza 30  
 Japanese Friendship Garden 28  
 Marston House and Gardens 29  
 Mingei International Museum 8  
 Museum of Photographic Arts 14  
 Museum of San Diego History 14  
 Reuben H. Fleet Science Center 11  
 San Diego Aerospace Museum 25  
 San Diego Automotive Museum 24  
 San Diego Hall of Champions 32  
 Sports Museum

San Diego Museum of Art 10  
 San Diego Model Railroad Museum 14  
 SDAI – Museum of the Living Artist 8  
 San Diego Museum of Man 7  
 San Diego Natural History Museum 16  
 San Diego Zoo 5  
 Timken Museum of Art 12  
 Veterans Memorial Center Museum 39  
 WorldBeat Center 31

**Performing Arts**

Marie Hitchcock Puppet Theater 23  
 San Diego Civic Youth Ballet 15  
 San Diego Junior Theatre 15  
 Starlight Bowl 26  
 The Old Globe 6

**Attractions**

Balboa Park Club 22  
 Balboa Park Visitors Center 1  
 Carousel 2  
 Casa del Prado 15  
 Hall of Nations 19  
 House of Hospitality 1  
 House of Pacific Relations/Cottages 21  
 Miniature Railroad 3  
 Spanish Village Art Center 18  
 Spreckels Organ Pavilion 20  
 United Nations Building 20

**Gardens**

Alcazar Garden 33  
 Botanical Building 17  
 Casa del Rey Moro Garden 35  
 Desert Garden 37  
 Inez Grant Parker Memorial 38  
 Rose Garden

Lily Pond 9  
 Moreton Bay Fig Tree 4  
 Old Cactus Garden 40  
 Palm Canyon 34  
 San Diego Botanical Foundation 15  
 San Diego Floral Association 15  
 Veterans Memorial Garden 41  
 Zoro Garden 36

**Restaurants**

The Prado Restaurant 36  
 Recreation

Municipal Gym 27

29 Marston House

Upas

# BALBOA PARK

*A Landscape of Art & Culture.*

CENTRAL MESA





AKER BRYGGE, OSLO

destination. The economic anchor is the Granville Island Market which has 50 full time local vendors that sell from market stalls, including a variety of small eating establishments with many different ethnic foods, and 45 spaces for part time vendors. And there are no chains!

**"About 3,000 people are employed on the Island and it generates over \$215 million in economic activity each year."**

Balboa Park in San Diego is another great multi-use public destination, home to 15 major museums, renowned performing arts venues, fabulous gardens and the city's world-famous zoo. It is known as

**"The soul of San Diego," and "an economic, ecological, and spiritual engine that continuously pumps life into the metropolis."**

The almost mystical qualities that make it a great destination also have real economic value. Ten to 14 million visitors each year use the Park and the average length of stay is 3.5 hours. On average, those who live nearby return about 20.5 times each year. Three thousand five-hundred people are employed in the park; and their work is complemented by the dedication of 7,000 volunteers who contribute to the overall vitality of Balboa Park all through the year.

The same qualities of a great destination (a sense of place and belonging) that bring volunteers to donate

their time are also attractive to businesses. Businesses (and volunteerism) thrive in the places that people treasure most.

People often think of both of these spots as tourist havens, with the usual low-pay, no-future tourist jobs. But a closer look shows that tourists are not the primary force behind the economic success of these places: Granville Island and Balboa Park are multi-use destinations that are heavily used by the local population.

After all, at the Granville Island Market the highest-performing vendor is the meat market, which shows that it is a major attraction for locals. No one is going to take fresh pork chops home on the airplane or fry sausage in their hotel room. In fact, the market is busiest in the off-season when tourists are more scarce in rainy Vancouver.

Studies have shown that even tourists themselves are more interested in an authentic experience than artificial attractions created expressly for them. All over the world travelers are drawn to places—Paris, Tuscany, San Francisco, Kyoto, you name it—with unique qualities that make these destinations interesting and vital. The last thing many tourists seek is to mingle with other tourists. By making more appealing places for residents, you attract tourists better than if you are trying to attract tourists.

**"The new Aker Brygge gave birth to 5000 workplaces, a new waterfront and one of the best destinations in Norway."**



# LOCAL ECONOMICS, PUBLIC MARKETS AND HEALTH

Theme 4: by Project for Public Spaces

Public markets are not just places of commerce. Successful markets help grow and connect urban and rural economies. They encourage development, enhance real estate values and the tax base, and keep money in the local neighborhood. Public markets also offer low-risk business opportunities for vendors and feed money back into the rural economy where many vendors grow, raise and produce their products.



The spin-off benefits of markets are numerous. From increasing access to fresh, healthy food to providing important revenue streams, markets positively impact local businesses, governments and residents. But, perhaps most important is the way markets serve as public gathering places for



people from different ethnic, cultural, and socioeconomic communities. As one of the few places where people comfortably gather and meet, markets are our neighborhoods' original civic centers.

## 1. Public Markets Provide Economic Opportunity

Public markets are the ultimate small business incubator. From your casual, one-day a week flea market vendor to your serious, seven-day a week market hall vendor, public markets are wonderful places for people - especially minorities, immigrants and women - to grow a business. Typically, markets work as entry



points for new entrepreneurs because they are relatively inexpensive to start and operate.

Vendors often only have to invest in minimal stall infrastructure which requires fewer resources and risk than building up a stand-alone business. Self-motivation, energy and commitment have fueled market vendors for centuries.

## 2. Public Markets Link Urban & Rural Economies

The nation's local food systems, vital to our health, security and economic well-being, have long been an under-recognized as force for regional economic development.

As these systems have become more nationally and internationally focused our rural and even urban communities have suffered.

In fact, many of our country's cities and towns would run out of fresh food in just three days if national distribution channels were interrupted.

**"Markets are the focal point for the restoration of these local food systems. A recent study showed if the Detroit region sourced only 20% of its fresh food from local sources, it would create over 4,000 jobs."**

Moreover, public markets are one of the few places where the divergent worlds of city and country meet and mutually support each other. Through commerce and conversation public markets link urban and rural economies and communities.

## 3. Public Markets Promote Public Health

Obesity-related diseases are at epidemic proportions in the U.S., hitting marginalized and disadvantaged populations especially hard. The growth in childhood obesity, which can have grave, long-term health impacts, is especially alarming.

Public markets can play a key role in alleviating these health concerns, improving access to fresh fruits and vegetables, especially for those without grocery stores, and serving as a public gathering place that helps reduce social isolation and depression.

Best practices for farmers markets interested in redeeming the Supplemental Nutrition Assistance Program (SNAP/food stamps) at their markets has also been developed and this effort would make markets more accessible for lower income customers who are most at risk for obesity-related disease.

PUBLIC  
MARKET

CITY  
FISH MARKET



In addition to offering access to healthy, fresh foods, markets can also offer critical health and wellness education and information in a friendly, welcoming public gathering space.

#### 4. Public Markets Renew Downtowns & Neighborhoods

Successful public markets are the heart and soul of downtowns and neighborhoods, infusing our cities and towns with new energy and social and economic activity. Public markets, even if they only operate one day a week, act as an anchor for local businesses, encourage spin-off development, enhance tax bases and real estate values, and ultimately keep local dollars in the local economy.

**"Markets attract new life to a downtown and encourage customers to spend more money and time, not just in the market, but in nearby shops and businesses."**

In a 2002 PPS survey of over 800 customers from a variety of indoor and open-air markets around the country, PPS discovered that 60% of market shoppers also visited nearby stores on the same day; of those, 60% said that they visited those additional stores only on days that they visit the market.

#### 5. Public Markets Create Active Public Space

In the town of Vandergrift, PA, a weekly farmers market transforms a public parking lot into a public gathering space for the community. Town



leaders interested in expanding the market and creating a real town square worked with PPS to prepare a plan to renovate an adjacent park and turn the parking lot into a flexible public plaza good for outdoor movie nights, community suppers and the growing market.

PPS assisted Spartanburg, SC in opening a new farmers market next to a recently renovated train station and nearby park. Immediately, this underused space became the pulse of the city with shopping, cooking demonstrations, children's activities, and more.

Towns and cities like Vandergrift and Spartanburg exist all over the country, and show that vibrant public spaces can be created relatively simply through public markets.

#### 6. Public Markets Bring Together Diverse People

Categories: Public Markets & Local Economies

Many cities and towns across the country are experiencing notable demographic shifts as immigrant groups move to the U.S. and establish new families and communities. Public markets have often been the most socially diverse public places in a community, bringing people of different ages, genders, races, ethnicities, and socioeconomic status together around the experiences of food, shopping, music and conversation. While markets vary in their degrees of social interaction, few are homogeneous and many are representative of the diversity of 21st century American communities.

Many market organizers see an opportunity through their markets to bring together different and new members of the community. They develop strategies to create spaces of inclusion by having non-English speaking individuals on their staff, recruiting new growers from immigrant communities, and transformed their market spaces into places where cultural barriers were dissolved, marginalized residents were empowered and differences were celebrated. Increasing cultural diversity became an asset that brought new products, customers, vendors and social programming to their markets.



# KEYNOTES

Waterfront Synopsis 2010

**Fred Kent**  
Project for Public Spaces, USA

**Rob Cowan**  
Urban Design Skills, UK

**Eric Reynolds**  
Public Space Management, UK

**Carol Binder**  
Pike Place Market - Seattle, USA

**Kathy Madden**  
Project for Public Spaces, USA

**Scott Taylor**  
Glasgow City Marketing Bureau, SCT

**Bjarne Winterberg**  
Rambøll Copenhagen, DEN

**Georg K. Gundersen**  
Light Rail Project, Stavanger, NOR

**Alexis Pontvik**  
Pontvik Architects, SWE

**Gary Horwitz**  
Lend Lease Development, AUS

*not in systematical order*

## CAROL BINDER

**Executive Director**  
**Pike Place Market PDA**

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As Executive Director of the Pike Place Market Preservation and Development Authority, Carol Binder works to preserve and maintain the cultural identity of that historic institution. She oversees nearly 100 PDA employees who run the Market's maintenance, security, custodial, leasing, housing, daystall, farm and administrative programs.

Carol has a long history with Pike Place Market, beginning with her eight-year term on the Pike Place Market's governing Council in the 1990s, serving as Interim Executive Director in 1999 and returning to the position permanently in 2003. In her tenure thus far, she has overseen the construction of a new, low-

income senior housing/senior center building, the Market's Centennial bash in 2007, and the successful capital planning program, funded by a voter-approved tax levy in 2008. In 2009, the Market commenced a multi year major Market renovation, focusing on preserving the buildings, improving their functionality and sustainability.

With over 20 years of experience in finance and nonprofit development, she has acted as a strategic consultant to many of Seattle's nonprofit organizations, government agencies and small businesses, assisting clients such as Boeing Employees Community Fund, the City of Seattle, and King County Metro with business development and financial analysis.



She has a degree in Accounting from the University of Oregon and a Certificate in Nonprofit Management from the University of Washington.

### Pike Place Market PDA

The Pike Place Market Preservation and Development Authority (a municipal corporation) was established in 1973 by the City of Seattle to own and operate the buildings and open spaces in the Pike Place Market Historic District. Operations are guided by a charter document that directs the PDA to preserve not only the buildings but the traditional Market activities and culture.

### Pike Place Market Seattle, WA USA

Here is a snapshot of how the Market came to be. Between 1906 and 1907, the cost of onions increased tenfold. Outraged citizens, fed up with paying price-gouging middlemen too much for their produce, found a hero in Seattle City Councilman Thomas Revelle. Revelle proposed a public street market that would connect farmers directly with consumers. Customers would "Meet the Producer" directly, a philosophy that is still the foundation of all Pike Place Market businesses.

On August 17, 1907, Pike Place Market was born. On that first day, a total of eight farmers brought their wagons to the corner of First Avenue and Pike Street—and were quickly overwhelmed by an estimated 10,000 eager shoppers. By 11:00 am, they were sold out. Thousands of would-be customers went home empty-handed, but the chaos held promise. By the end of 1907, the first Market building opened, with every space filled.

A century later, Pike Place Market is internationally recognized as

America's premier farmers' market and is home to more than 200 year-round commercial businesses; 190 craftspeople and approximately 100 farmers who rent table space by the day; 240 street performers and musicians; and more than 300 apartment units, most of which provide housing for low-income elderly people. "The Market," as the locals affectionately say, attracts 10 million visitors a year, making it one of Washington state's most frequently visited destinations.

Rachel the Pig, the market mascot, a 550-pound bronze piggy bank whose proceeds go to the Market Foundation. There are only locally owned and operated businesses and no chain stores (except the original Starbucks, allowed only because it started there). In addition to a wide range of market related businesses, there is an international newsstand, a hotel, day care and senior centers, along with residential units, including affordable housing.

### Keynote

**Theme:** Local Economies, Community Health, and Public Markets  
**Title:** Pike Place Market: Preserving the culture, not just the property

Known as the "Soul of Seattle," Pike Place Market draws more than 10 million visitors each year to its colorful stalls and lively streets, making it one of the most frequently visited destinations in all of Washington State. Viewed as a neighborhood, the "Market" has a broad mix of uses including the main market hall whose center spot is occupied by several vocal fish vendors (in Seattle salmon is an important product), fronted by

The major difference between the Pike Place Market and other waterfront developments is that it was originally intended to be a place that serves its community first and today it is still "owned" by the community. Because it is a place that the community uses and values, it also attracts tourists, in about equal amounts to the locals. It is the kind of development that could be emulated in other waterfront cities around the world.

## SCOTT TAYLOR

**Chief Executive**  
**Glasgow City Marketing Bureau**

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Scott Taylor is Chief Executive of Glasgow City Marketing Bureau, which is responsible for the brand, Glasgow: Scotland with style. The Bureau has 52 staff engaged in national and international activity comprising branding and public relations; conference, meetings and incentives sales; event creation, attraction, management and marketing; conference and event accommodation bookings and air route development. A graduate of Strathclyde University, Scott's career spans both the marketing and hospitality industries. He has held a number of directorships in Glasgow

and is currently a Council Director of Glasgow Chamber of Commerce and on its Board of Management, a member of the Board of Management of Central College, and a Board member of the Shadow Board of the City of Glasgow College.

### Glasgow City Marketing Bureau

Established in 2005, Glasgow City Marketing Bureau (GCMB) is the official destination marketing organisation (DMO) for Glasgow. GCMB is one of the council's family of compa-

nies, and works closely with both private and public sector partners to deliver success across a broad range of activities and win business for Glasgow.

GCMB chairs the Glasgow Tourism Strategy and Action Plan Steering Group, which works towards fulfilling ambitious plans of growing tourism revenue by 60% by 2016, and boost tourism-related employment to 40,000 in the same period. GCMB also chairs the Strategic Major Events Forum, which works with business partners throughout the city

to oversee the success of events through processes of procurement, creation, development and growth. Examples of successes include Celtic Connections, Magners Glasgow International Comedy Festival, Glasgow International Festival of Visual Art and the MOBO Awards.

This year (2010), GCMB has for the fourth successive year, been voted Best UK Convention Bureau by the readers of leading industry magazine Meetings & Incentive Travel. As an industry-led accolade, the M&IT Award is a clear endorsement of the confidence that the meetings industry has in Glasgow and clearly demonstrates that Glasgow leads the way in the UK conference market.

New statistics show that hotel bookings in Glasgow are at their highest level for the past 11 months with the city continuing to outperform many of its major European competitors including Amsterdam, Hamburg, Barcelona, Vienna, Dublin, Rome, Prague and Copenhagen.

It is essential that Glasgow continues to attract and win conferences and events, and that it sustains and grows

its tourism economy by repositioning Glasgow through the aspirational city brand Glasgow: Scotland with style.

The brand is a holistic communications tool. From education to tourism, retail to transport, events to investment, the brand will continue to deliver a consistent and coherent message driving forward a range of different partner activities on the national and international stage.

### Keynote

**Theme:** [Multi Use Destinations in Waterfront Cities](#)

**Title:** [Place Marketing and the Experience Economy](#)

Glasgow has branded itself with the phrase "Glasgow: Scotland with Style." The city's style grew out of the architectural movement of 1910 which has helped define the city for over a century. The brand offers opportunities for experiences related to arts, culture, and shopping and the demand for such activities has led to a need for a new indoor stadium for entertainment. The challenge is to create a new stadium that does not isolate itself from the surrounding community, but is the anchor for a greater "place" that provides a mix of opportunities for activities and uses and is inviting for all types of people at all times of day and year.

## FRED KENT

**President**  
**Project for Public Spaces**

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Fred Kent is a leading authority on revitalizing city spaces and one of the foremost thinkers in livability, smart growth and the future of the city. As founder and president of Project for Public Spaces, he is known throughout the world as a dynamic speaker and prolific ideas man.

Fred travels over 150,000 miles each year, offering technical assistance to communities and giving talks across the US, as well as internationally, on the importance of place. Each year, he and the PPS staff train over 10,000 people in Placemaking techniques.

Currently, Fred is working on a new major multi-use waterfront destination for Saadiyat Island in Abu Dhabi. Saadiyat Island will offer a

transit-based and walkable mix of recreational, cultural and commercial offerings. The Tourism Development and Investment Company (TDIC) of Abu Dhabi engaged PPS to develop a detailed master plan and development guidelines for the Marina Waterfront Precinct with the goal of creating a vibrant waterfront district that becomes the hub of island life and a regional destination.

Over the past 35 years, Fred has worked on hundreds of projects, including Bryant Park, Rockefeller Center, and Times Square in New York City; Discovery Green in Houston, TX; Campus Martius in Detroit, MI; Main Street in Littleton, NH; Granville Island in Vancouver, BC, Canada; and a City-Wide Placemaking Campaign

in Chicago, IL. In addition to projects, Fred has led trainings across the world for audiences such as the Urban Redevelopment Agency and the National Parks Board in Singapore, representatives from the City of Hong Kong, the Ministry of Environment in Norway, the leading Dutch transportation organization in the Netherlands, Greenspace in Scotland, UK, numerous transportation professionals from US State DOTs, and thousands of community and neighborhood groups across the US.

Before founding PPS, Fred studied with Margaret Mead and worked with William H. Whyte on the Street Life Project, assisting in observations and film analysis of corporate plazas, urban streets, parks and other open



spaces in New York City. The research resulted in the now classic 'The Social Life of Small Urban Spaces' published in 1980, which laid out conclusions based on decades of meticulous observation and documentation of human behavior in the urban environment.

In 1968, Fred was Program Director for the Mayor's Council on the Environment in New York City under Mayor John Lindsay. In 1970, and again in 1990, Fred was the coordinator and chairman of New York City's Earth Day.

He has taken over half a million photographs of public spaces and their users, which have appeared in exhibits, publications and articles.

### Keynote

**Theme:** Local Economies, Community Health, and Public Markets  
**Title:** Pike Place Market: Preserving the culture, not just the property

## ALEXIS PONTVIK

**Architect**  
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Alexis Pontvik was born and grew up in Stockholm, and Uruguay/Argentina and Switzerland.

He received his professional education in Switzerland (HBZ, Bern), Germany (Staatl. Kunstakademie Düsseldorf, Dipl. HBZ) and England (Architectural Association, Dipl. AA and RIBA III in London). Alexis Pontvik is member in Swedish Architects Association (SAR/MSA), Architects in Sweden (AIS), the Royal Institute of British Architects (RIBA) and member of Royal Academy of Fine Arts in Stockholm.

Pontvik has collaborated with James Stirling & Partners, London and Haus Rucker & Co, Düsseldorf on prestigious projects. Alexis Pontvik has a fluent command of several languages

including Swedish, English, Spanish, German and French.

Throughout his career Alexis Pontvik has maintained a keen involvement in architectural education, teaching in architectural schools in England and Sweden, most recently at the Royal Institute of Technology in Stockholm, where he is professor of urban design. Pontvik has been engaged as an adviser on architectural and urban design to the Director General of the Civil Aviation Authority. He has also been selected as a jury member in architectural and art competitions, participated in a large number of invited and open architectural competitions and takes an active position in the ongoing debate on architectural and urban issues in Stockholm.

### Pontvik Arkitekter AB

Pontvik Architects was founded by Alexis Pontvik in London in 1981. In 1984 the office moved to Haugesund in Norway and has been based in Stockholm since 1987. The company operates in a wide field including urban design, architecture (private and public work), international development projects, exhibition design, and interior design.

Pontvik Architects has designed public buildings, housing and individual dwellings in Norway, Switzerland, Great Britain, Sweden, Tanzania, Germany and USA. The office has been engaged in significant overseas development projects in the West Bank and Gaza Strip,

Tanzania/Zanzibar and Sri Lanka preparing evaluations, master plans, and delivering education and cultural commissions. Pontvik Architects have been responsible for major exhibitions in Sweden and abroad, ranging from pedagogical to large art exhibitions and has been successful in many architectural competitions, receiving prestigious prizes and awards. The office has also been invited to administer architectural competitions overseas.

### Keynote

**Theme:** [Architecture of Place](#)  
**Title:** [The city between two water landscapes](#)

Stockholm, the Capital of Sweden is not a northern Venice, a city with a canal system. It's positioned as a lock between two huge water systems, the archipelago with 20'000 islands towards the Baltic, towards the east, and an enormous and complex lake system, which is developing inwards towards the west. Its relationship to the water is rather majestic than intimate and the complex contours create local water-parks with individual potential and expression. The closeness to the water though, is rare, tall stone-faced keys meet the

water. Few maritime cities have this full accessibility to the water edge; no industrial docklands or other industrial activities inhibit the access to the water. Practically all edges are accessible by foot or car in Stockholm. Large 'water parks' both separate and join the 13 islands making up the city on the water. The city fronts are consciously facing the water and facades run parallel with the water. Public spaces open up and project out towards the sea. Main buildings like the Royal Castle and the Town Hall have concise relationships to the water edge, public building relate and create relationships across the water. Tourism has become the most the largest income source and the water may be one of the main attractions. Bathing is common in the centre of the city and people are fishing in the centre and may well get a salmon for dinner... All along the water are private sailing and motorboats in huge numbers. Realizing that the Stockholm youth hostel is housed in an old sailing ship on the water one may lead to think that the use of the water-front is optimal?

The possibilities are there, however many interesting aspects have been lost, practically all shipbuilding activities have gradually been laid down except for small dock on Bäckholmen.



## KATHY MADDEN

**Vice President**  
**Project for Public Spaces**

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Kathy Madden is an environmental designer who has been at PPS since its inception in 1975. During this time, Kathy has been involved in all aspects of the organization's work. She has directed numerous research and urban design projects along with training programs throughout the U.S and abroad.

In addition to managing over 300 projects throughout the U.S and abroad - from major urban design plans, to small-scale design and streetscape improvements to parks, plazas, central squares, and transit facilities, she is currently directing PPS's Placemaking Training and Public Space Research and Publications programs.

Kathy has co-authored and written books and articles, including the PPS

best-selling publication *How to Turn a Place Around*, which has now been translated into Czech and Japanese. She has lectured extensively and conducts, in conjunction with other PPS staff, PPS's semi-annual *How to Turn a Place Around* training program in New York. While at PPS she taught for six years at the Pratt School of Architecture Graduate Program in Urban Design.

In 1995, Kathy started the Urban Parks Institute with a \$2.2 million grant from the Lila Wallace-Reader's Digest Fund. The Institute brought together over 2,000 parks leaders from both the private and public sectors in eight national conferences and four regional workshops. The Institute produced a volume of research and publications related to urban parks,

and created a major online resource center for urban parks best practices and research, *Urban Parks Online*, which attracts over one million page views annually.

Prior to working at PPS, Kathy worked at the Institute for Architecture and Urban Studies and at the New York City Parks Department where she conducted an evaluation of park equipment and street furniture.

### Keynote

**Theme:** [Local Economies, Community Health, and Public Markets](#)  
**Title:** [Pike Place Market: Preserving the culture, not just the property](#)



## ROB COWAN

**Director**  
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Rob Cowan is the author of some of the most influential urban design guidance (including as joint author of the CABE/DCLG *By Design*) and of *The Dictionary of Urbanism*. A member of the Royal Town Planning Institute and a former special advisor to the House of Commons ODPM Committee, he is probably Britain's most experienced urban design trainer.

He is a director of Urban Design Skills ([www.urbandesignskills.com](http://www.urbandesignskills.com)). He is editor of *Context*, the journal of the Institute of Historic Building Conservation. His other publications include *The Connected City*, *The Cities Design Forgot*, *Urban Design Guidance* and (with the photographer Alan Delaney) *London After Dark*. He was the joint author of *Re:urbanism* and the CLG/

CABE design guidance *By Design*, and the author of the Scottish equivalent (*Designing Places*), the housing design guide for Scotland (*Housing Quality*), and the Scottish guidance on masterplanning.

He devised the community audit method *Placecheck* ([www.placecheck.info](http://www.placecheck.info)) and the urban design skills appraisal method *Capacitycheck* ([www.capacitycheck.co.uk](http://www.capacitycheck.co.uk)). His weekly cartoon appeared in *Planning* for 20 years.

### Urban Design Skills

The UDS team has extensive experience working with public and private clients in the UK and beyond. Their urban design experience ranges from training and education to writing

publications and developing their own initiatives based on our clients' needs.

UDS work involves a range of national organisations, the full range of built environment professional institutes and several universities. Our clients on the national level include:

- Architecture and Design Scotland
- CABE
- Homes and Communities Agency
- Improvement Service (Scotland)
- Planning Inspectorate
- Scottish Government

They have also worked with more than 40 local authorities, and a range of design practices and development companies.

## ERIC REYNOLDS

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**Urban Space Management**

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Eric Reynolds has been involved in numerous urban regeneration schemes since the early 1970's, many including the practical re-use of historic buildings. In 1972 he spearheaded the restoration of a derelict building in Clerkenwell as one of the country's first craft workshops; and in 1974 with two partners he started Camden Lock, now one of London's top tourist attractions. He has repeated this success at many other locations, notably Spitalfields Market in the City of London. He acts as a regeneration advisor across the country, is former Chairman of the London Safer Cities Initiative, and is a Director and Member of many other voluntary bodies. He sat on English Heritage's Working Group 5 inputting to the recent review "Power of

the Place: the Future of the Historic Environment", and recently worked with the same organisation advising on the potential re-use of historic buildings in Calcutta. Eric brought USM to Trinity Buoy Wharf after winning an LDDC development/management competition to develop a centre for arts and creative activity. This is where he pioneered Container City™, the idea of converting shipping containers into attractive, practical and affordable buildings with a wide variety of uses, and continues to develop the concept, design and implementation of this novel form of construction.

### Urban Space Management

USM is known for the economic

renewal of run down or under utilised space for retail, workshop and community uses, in imaginative and cost effective ways, including the interim use of land pending development.

Urban Space Management works as a consultant, developer, manager and investor, working with Central and Local Government and many construction and development organisations throughout the UK.

The company brings a fresh and resourceful approach to problem sites, creating successful opportunities on a practical, cost-conscious, community-sensitive basis.

There are currently over 16 million



visitors per year to sites for which Urban Space Management has been responsible.

Urban Space Management is a hands on company, managing its own projects with a team of skilled and highly motivated people on each site, backed by a strong central team.

In addition to regular consultancy work Urban Space Management has undertaken more than forty projects since 1970

### Keynote

Theme: **Local Economies, Community Health, and Public Markets**

Title: **Lighter, Quicker, Cheaper: The Case for Time Intensive Development**

When it comes to development, we all think too big. There has been a recent decline of "mega-schemes" for development - they're unsustainable because they require long time frames to assemble large sites, large teams, and large sums of money - all of which can be risky in today's volatile economy.

Luckily, there is an entirely different development model that is tried

and tested; one that is lower risk and lower cost and which can be an interim solution for a site that is in transition - relevant to the thousands of evolving post-industrial waterfronts around the world. Urban Space Management's projects (which include Camden Lock, Gabriel's Wharf, and Chelsea Farmers Market in London) have not only been able to "catch the moment" but also have created greater profit per dollar of capital expended than other, more traditional development schemes.

This process proves that a combination of creativity and local talent can be used to add a mix uses to a site and make money in the short term, even in small scale spaces.

Gabriel's Wharf, now one of London's thriving public multi-use destinations, was just another parking lot until USM asked a set design company to create colorful facades to decorate the concrete garages already present on the site, transforming them into studios for local artists who began displaying (and selling) their creations. The same concept was used at other USM developments, including The Chelsea Farmers Market, located off Kings Road in London: USM began by adding temporary structures, both timber and re-used containers,

## BJARNE WINTERBERG

Architect and Urban Planner  
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Is it possible to build community through transportation? In order for a street to become a place, it needs to be designed to support the uses and activities that occur there; street and road design can affect the behavior of motorists and pedestrians by increasing the possibility for interaction- something called "interpersonal activities"- thus transforming streets into places that enhance urban life.

A road's "environmental context" can have a larger influence on a drivers' behavior than legislation, rules and signs. The goal is to create a situation where as people reach the intersection, they move slowly enough to make eye contact with each other. The town of Christiansfeld in Denmark tackled the high

casualty rate on the town's central traffic intersection by designing the road in a way that encourages drivers to slow down to consider how they relate to other "users" (pedestrians, bicyclists, drivers of transit vehicles etc) of the space.

Physical changes to the intersection - the surface treatment, lighting and the modifications to the corners of the pavement- also help drivers to slow down. The result is a change in not only how people use the intersection but how they perceive it. In other words, the changes help to create a "place" for people at the center of the community. The result has been improved capacity for traffic and fewer delays than traffic signal control systems.

### Keynote

Theme: **Building community through transportation**  
 Title: **Impact of Road Design on the use of Public Space**

## GEORG GUNDERSEN

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Georg Karl Gundersen has been the Project Director of the Sandnes, Sola and Stavanger lightrail project since April 2008

Georg K. Gundersen has broad experience from various business, includes amongst including 25 years for Statoil. His special focuses were developing commercial projects and marketing of natural gas and being Statoil's country manager in Azerbaijan and Angola.

### The Light Rail project of Stavanger, Sandnes and Sola

The region will experience a massive growth in population by 2040, and it is also an attractive region to establish businesses. To meet the public transportation needs on short term

### Keynote

Theme: **Building community through transportation**  
 Title: **The new city tram vision of Stavanger, Sandnes and Sola**



## GARY HORWITZ

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Gary was born in Johannesburg and immigrated to Sydney, Australia in 1986.

Gary joined the Lend Lease group in 2007 after spending 20 years in retail. He has an enviable track record of conceptualising, designing and delivering leading retail concepts including the Bayswiss retail chain which grew to 30 stores nationally. He has proven through the implementation and execution of sound retail fundamentals an innate ability to deliver successful retail environments where people enjoy shopping, dining or just simply visiting.

For over a decade, Gary has consulted to Lend Lease's retail group, where he worked with the team on enhancing

the public spaces such as food courts and leisure precincts within retail assets.

Following the sale of Bayswiss, Gary joined Lend Lease in a full-time capacity as a Retail and Mixed Use development strategist. His skills and experience present an unmatched leverage over competitors.

Gary is an incredibly driven individual with a passionate desire to seek out new opportunities and better industry bests. His entrepreneurial flair permits identification of insightful and innovative solutions to complex, major

Mixed Use opportunities.

Gary's key role at Lend Lease is

to assist the development teams in conceptualising and delivering outstanding retail and public realm precincts. He has been part of the Lend Lease Mixed Use development teams that have secured close to \$10 billion of new business in the past three years.

### Lend Lease

Lend Lease is one of the world's leading fully integrated property solutions providers, with strong development, investment management, project and construction management and asset and property management capabilities.

Founded in Sydney in 1958 by Dutch immigrant and innovator Dick Dusseldorp, the group was born out of a

vision to create a company that could successfully combine four disciplines; property, financing, development and investment.

Lend Lease's vision is to be the leading international property company. They are committed to creating and building innovative and sustainable solutions, forging partnerships and delivering strong investment returns. Lend Lease primarily operate in Australia, Asia, America and Europe (incorporating the Middle East) and have built up a long and successful track record, creating many iconic and admired precincts, spaces and buildings.

Sustainability has been an integral part of our culture, as we believe every action adds up. Through design and investment in new technologies, we are committed to delivering the next generation of sustainable property solutions. We are committed to being Incident & Injury Free wherever we have a presence. This philosophy reaches every part of our operations and extends to employees, partners, clients, suppliers and subcontractors.

### Barangaroo

Barangaroo is one of the most ambitious and significant waterfront

greening projects anywhere in the world. It will transform a vacant 22 hectare industrial site into a new precinct for Sydney, with a new public Headland Park on the harbour and a thriving community, residential and commercial heart.

### Keynote

**Theme:** [Multi-use destinations in waterfront cities](#)

**Title:** [Bangaroo Development, Sydney, Australia](#)

Barangaroo is the last harbourside location in the Sydney CBD able to be redeveloped and a once in a 200 year opportunity for the city. Barangaroo will return more than three hectares of water area, including two new coves, to one of the world's most famous harbours. It completes the 14 kilometre harbour foreshore walk from Woolloomooloo to Anzac Bridge and for the first time in more than a century restores public access to 1.4 kilometres of that walk.

Barangaroo will reaffirm Sydney's standing as Australia's global city, attract new investment and is supported by government, the private sector and the community. The vision for Barangaroo is for a place

# ACADEMY

16th - 17th September

Fred Kent  
Kathy Madden  
Håkon Iversen  
Kristin Gustavsen

# THE ACADEMY

Program 16<sup>th</sup> - 17<sup>th</sup> September

Hall Toll and Borgen

The Academy was an extension of the 2-day Conference, which brought together interested professionals and students for an intensive 1 ½ day hands-on PPS training program based around the concept of "Placemaking and Waterfronts."

## ACADEMY

Participants will become aware of waterfront issues and opportunities, understand how:

// people use public spaces

// learn how to evaluate a place based on PPS' Place Evaluation Game

// how to apply the Principles of Placemaking in their own projects.

Participants will receive a high quality introduction to Placemaking through a real case study, as well as participate in developing recommendations for the site.

The result of each of the groups will be summed up in a final report and handed to City of Stavanger as a preliminary platform for further strategical work.

## 16TH , September - DAY ONE OF ACADEMY PROGRAM

Hall Toll

### WELCOME

1400

Registration at Hall Toll.

The Academy will continue at Hall Toll after the final session of the Conference.

1430

Welcome Introductions & Course Objectives

*Håkon Iversen, President - NUDA*

1445

Placemaking and Sustainability on Waterfronts

*Fred Kent and Kathy Madden - PPS*

1545

Site visits to surrounding areas around Stavanger. A brief about the

cases study areas will be given during the site visits.

1645

Summary and discussion of next days events

1800

End of first day

## 17TH , September - DAY TWO OF ACADEMY PROGRAM

*Ostehuset, Stavanger East*

### WELCOME

0900

Coffee and tea

0930

PPS introduction to Place Evaluation Game

*Fred Kent and Kathy Madden, PPS*



1000 Place Performance Evaluation  
1000 Place Game  
1100 Discuss/Consolidate findings and recommendations

1200 Lunch

1300 Instructions on developing a Placemaking Plan  
*Kathy Madden, PPS*

1330 Working session to evolve evaluation into plan and program. Teams will be required to:

// Further develop the vision statement

// Clarify the program, describing activities, concepts and management activities

// Develop a concept plan for activities that are to occur in the space

1430 Prepare short 10 minute presentation on plan and program

1500 Report back to entire group  
1600 Question and Answer/ Discussion  
1800 End of Academy



1800 End of Academy



"The Academy stimulated new ideas and concepts for how to create great destinations and waterfronts. It was two hectic days of work, discussions, site visits, designing, writing and conceptualizing. It made our brains go empty in the end of the day."





The peninsula

#### CASE STUDIES

##### A Holmenallmenningen

###### Status regulation:

Planning process for the peninsula, case 2222, is under development

###### Current use:

Parts of the area is mainly used as parking. Small spaces aligned towards Nedre Holmegate are dysfunctional and not in use though huge potential for such. Great potential for great placemaking.

###### Owner:

City of Stavanger

###### Challenges:

Adapt and transform the whole area

for public use and children friendly environment. It is of great priority to activate the public domain, create positive and attractive functions for attraction and provide the surrounding buildings new strategies for more business on ground level as part of the generator for more mixed use.

Support the area with more green spaces and establish a clear and strong contact with the marina in Børevigå.

Other issues is to shape places to be, to interact, to move and also make it possible for electrical cars to have their own charging base adjacent to the area. New spaces for goods deliverance, placement of compactor station and a new station for city bicycles.

##### B

##### Bekhuskaien, Bekhuskaia, Verksallmenningen with Langgata and Nytorget

###### Status regulation:

Bekhuskaia is regulated for port purposes quay, Bekhuskaien and Verksallmenningen for motor vehicles attached to current ferry operations. Langgata is regulated for street and access purposes for parking space under Nytorget.

###### Current use:

Quay, parking, driving, street and parking at Nytorget and some market activities during certain periods of the summer.

###### Owner:

City of Stavanger & Port of Stavanger



Bekhuskaien and Bekhuskaia

###### Challenges:

Strategies that could envisage new use of Bekhuskaien and Verksallmenningen by opening Ryfast and close down the area for ferries. Confirm access to the cavern under Nytorget as new parking.

Accommodate the chosen areas for increased use for all, improve the esthetic quality of the area through design and landscaping, consider the improvement of existing activities and increase with new, define new green spaces and evaluate existing building structures content and function.

Open up ground floor towards public space and define new areas for goods deliverance, placement of compactor station and a new station for city bicycles.



**"The Academy looked at specific sites chosen by the City of Stavanger and Project for Public Spaces.**

**The areas are subjects for ongoing planning and regulations - though in need of an overall vision and the touch of placemaking."**



# THE PLACEMAKING ACEDEMY

## summary

The Placemaking Academy was part of the WFS2010. Participants included city staff, professionals from the private sector and students in a hands-on training program based on the concept of using Placemaking as a tool for creating cities of the future.

Participants learned about the most common public space challenges and opportunities, and how the main principles of Placemaking can be applied in projects in both small and large cities.

The Academy was also centered on teaching participants how to use PPS' Place Evaluation Game in their own projects. Following the evaluation of two sites in Stavanger, participants developed a vision and more specific recommendations for one site which was the Bekhuskaien, Bekhuskaia, Verksallmennengen with Langatta and Nytorget. The Bekhuskaia portion of the site is regulated for port purposes whereas Bekhuskaien and Verksallmenningen are for motor vehicles attached to the current ferry operation. Langatta is for street and access purposes and for

parking space under Nytorget. The current use of the sites is primarily for vehicle uses - for parking, driving and for some market oriented activities during the summer.

The challenge the site faces is the dominant use by vehicles that makes this otherwise valuable waterfront site unusable for other purposes. Participants at the academy were charged with coming up with a vision and a program of activities that would attract people to the waterfront at all different times of day, week and year.

The program would also demonstrate how the vehicle space along the waterfront could become more pedestrian friendly and be improved so that the vehicles become more subordinate to the pedestrian uses of the site making it a more valuable

asset to the City of Stavanger. The specific topics that were addressed in the Academy included:

### The idea of Placemaking and the Power of 10

Creating New Types of Public Destinations - Qualities of these types of destinations, best and worst case studies, tools and techniques

### Community Process

Effectively engaging the community in the planning process

### Developing Campaigns

Working with leadership, grassroots and public agencies to affect change in communities. How Placemaking can be applied to cross-cutting issues such as sustainability, health, diversity, and livability

The result of each of the groups is summed up in this report which is handed to the City of Stavanger as a preliminary platform for further work.

### Vision

The Stavanger waterfront site is remarkable in its potential to become a major asset to the City overall. The vision that came out of the Placemaking Academy is that a series of experiments (the idea of "Lighter, Quicker, Cheaper" communicated by keynote speaker Eric Reynolds in his presentation) could be made in the short term in key locations around existing assets so that they become major destinations along the waterfront. The spaces that connect these destinations should be improved to become more pedestrian oriented and designed and managed to support the existing destinations.

ing pedestrian oriented activities.

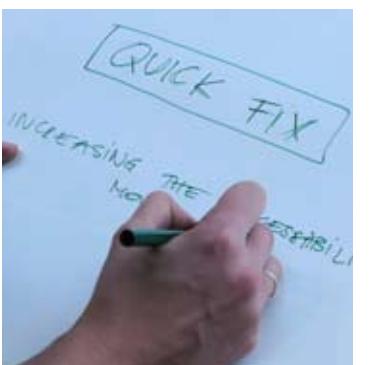
Finally, the area has an interesting history (e.g. the Tar house) and its existing maritime character provide an authenticity that one participant called "the thingness of the thing". Portions of the space could also be improved as restorative and relaxing places that take advantage of the direct physical and visual connection to the water.

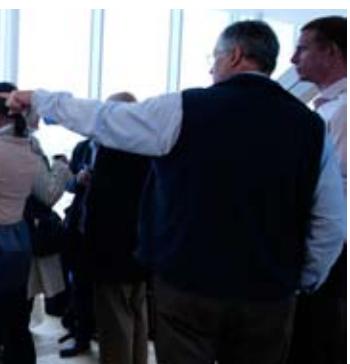
### Assets

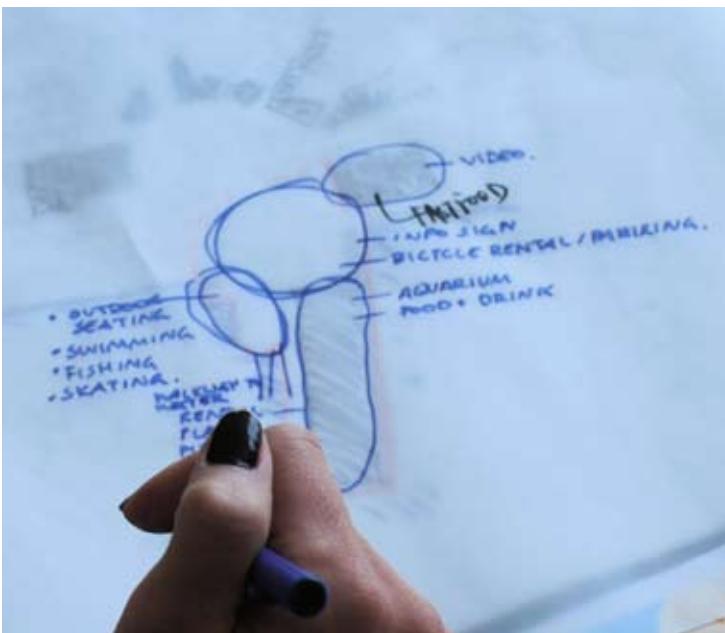
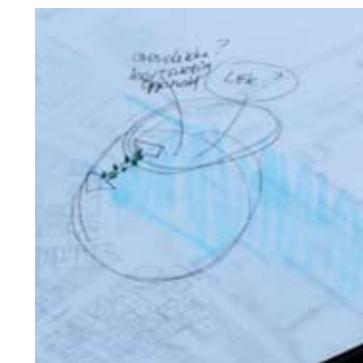
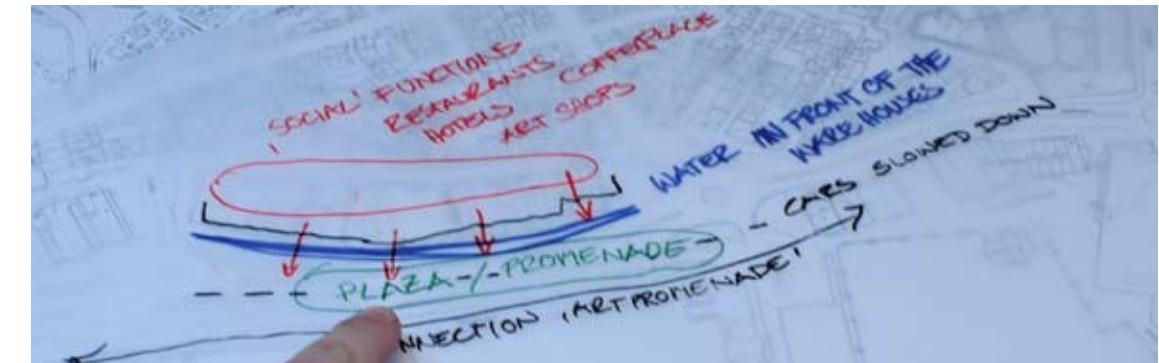
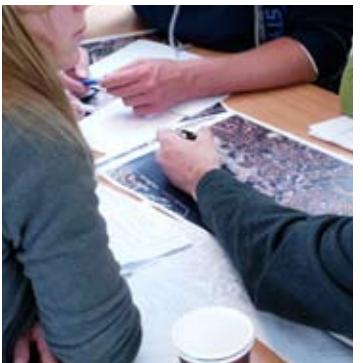
The site has several assets, including its long size, its direct location on the water with a view of the Water Bridge, its orientation, and its position as a major circulation hub for connecting people in vehicles and ferries, as well as pedestrians, with the downtown.

Visually, the site is framed by existing piers, and functionally, the existing ferry building and the old warehouse both have great potential to become important destinations. The site is also flanked by many beautiful historic buildings that make it a good scale for develop-









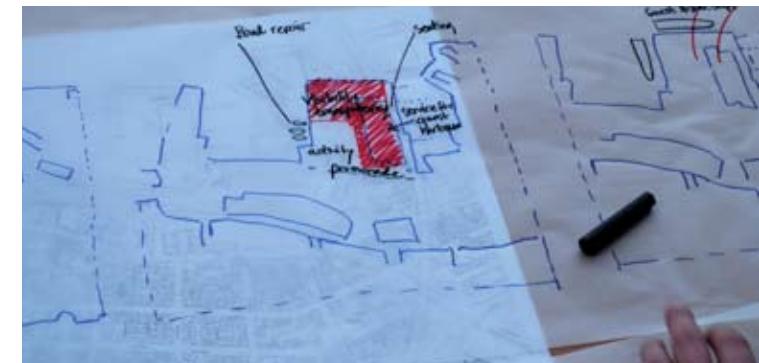
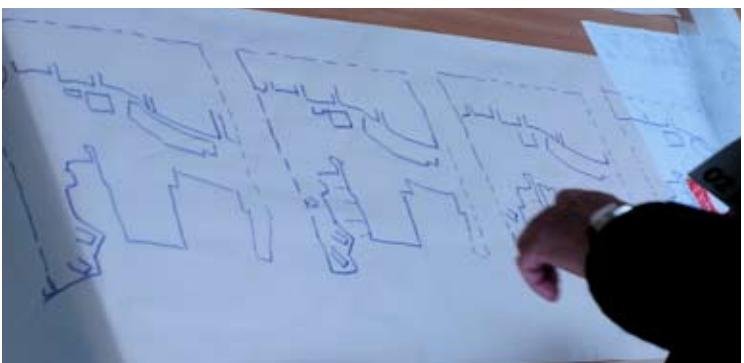


LONG TERM

- close for private car traffic after roundabout (north)
- integrated attractions relating to water (play,ater,visual installations like aquarium, restaurant/cafe in ~~sun~~ sun)
- adaption to micro climat (roofing/shelter in walk zones, waitingzone)
- soft surface water management (permeable surfaces, water installations to support/retaining of water)
- cleaning
- rotating visual tower

REDESIGN

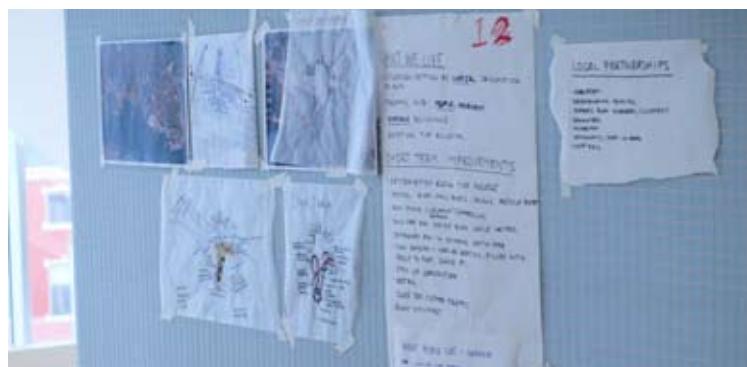
- flexible furniture size/time
- include giant picture frame art work
- focus views out towards Ryfylle
- floating steps to bring people out + held stairs to take you down
- add flexible kiosk for all
- gateway branding on promenade
- relaxing area w/ sunbathing
- art promenade
- bike shading system



INTERVENTION

- exhibition along tide facade
- stand (icecream, seafood)
- temporary ex. in shipping container
- tires removed - used as seating, filled balls to play, sand etc.
- open up corner store
- close taxi / other traffic





# **SUMMARY OF RECOMMENDATIONS**

**groups 1 - 4**

Fred Kent  
Kathy Madden

## GROUP 1 & 2

### recommendations

A variety of activities could be developed in and around the Ferry Building that could be used to draw people to the site, including activities like movies and art exhibitions. Temporary markets and book exchanges among other things could occur inside the building whereas marine related activities such as boat and kayak rentals and seasonal outdoor markets could occur on the exterior. Additional retail kiosks could be added and opportunities for eating on the water should be developed (e.g. ice cream, fresh seafood) and be located strategically adjacent to the building. Attractions in this area should relate to the waterfront and could include a play area, sales of goods, café and restaurant, the aquarium and water related uses and activities.

On the land side, improvements could be made to the ground floors of existing buildings so that the internal retail uses have more prominence on the exteriors. Amenities such as a map of the neighborhood and the city, clearer pedestrian connections between the waterfront and the city, benches that are better located and elements that provide unique experiences, such as temporary art exhibits, could help to create a more pedestrian friendly environment and an attraction for residents and visitors.

Strong consideration should be given to narrowing the existing roadway and limiting the amount of vehicle parking area, particularly once the ferry activity is modified. In the long

term, a recommendation was made to close the street along the waterfront to private car traffic north of the existing roundabout.

#### What the group 1 liked, keywords:

*Situation/setting by water*

*Orientation to sun*

*Traffic hub- Flow space*

*Historic buildings*

*Existing terminal building*

#### Short Term improvements:

- //Art/exhibition along the terminal
- //Rental: bikes, small boats, kayak
- //Food stand (ice-cream, seafood)
- //Movie/art exhibition inside the building while waiting
- //Temporary exhibition in shipping container
- //Tires removed + used as seating, filled with balls to play, sand etc.
- //Open up corner store
- //Seating
- //Close taxi/other traffic
- //Book exchange

#### Long term improvements:

- //Climbing wall
- //Expand existing building
- //Roof Activities
- //Indoor market and small shops
- //Seating + swimming
- //Fishing
- //Seating + INFO
- //Housing & restaurants
- //Rent: Boat

#### Local partnership:

Narvesen

Neighbouring housing  
Express boat workers/company  
Commuters  
Fisherman  
Restaurant, shops in area  
Light rail

#### What group 2 liked, keywords:

*Sunny*

*Trees*

*Access to/close to transit hub: bus, boat, ferry, taxi*

*Good scale*

*Viewlines towards the sea/bridge*

*Intimate*

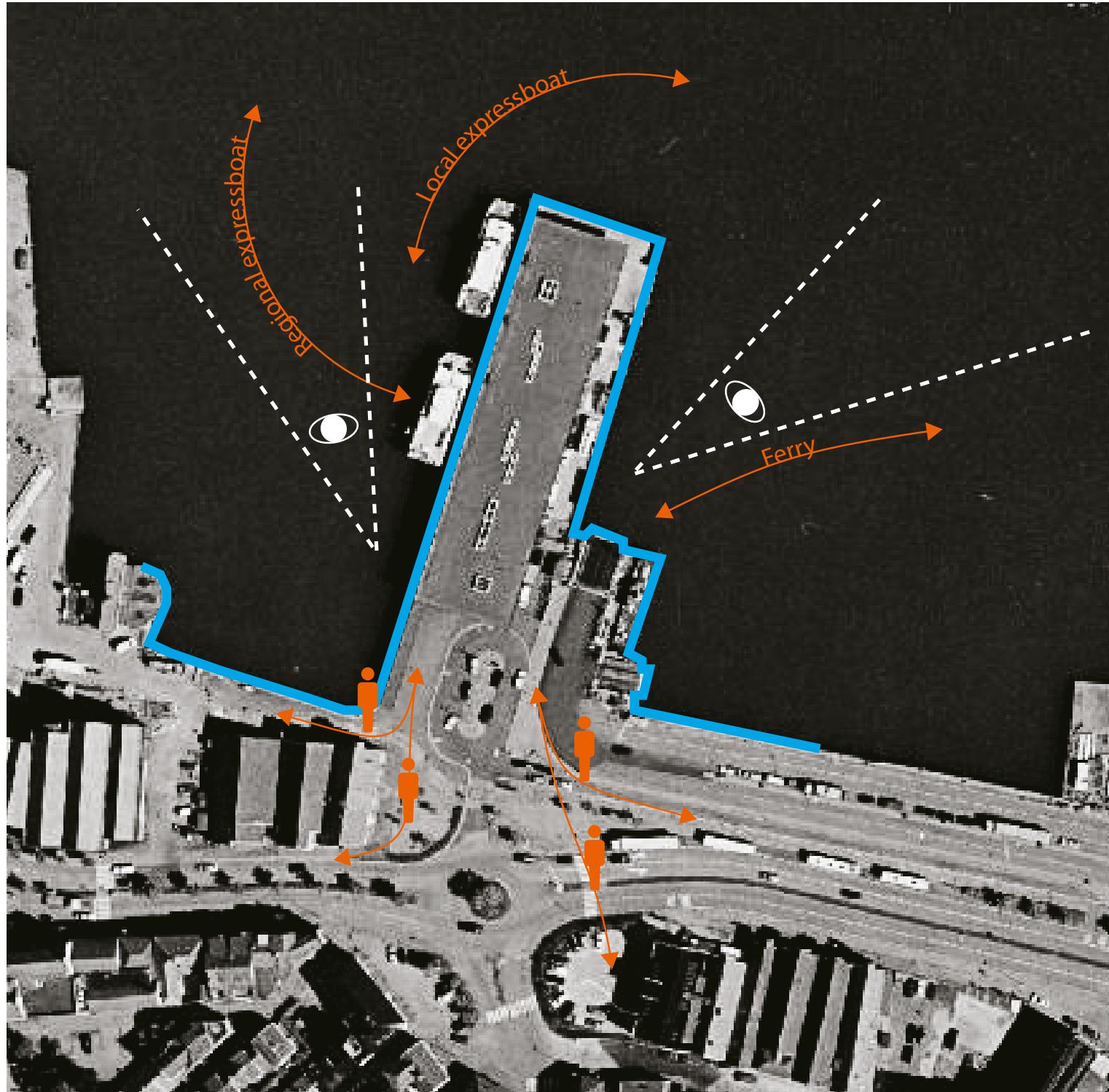
*Nice architecture (details, size etc.)*

#### Short term improvements:

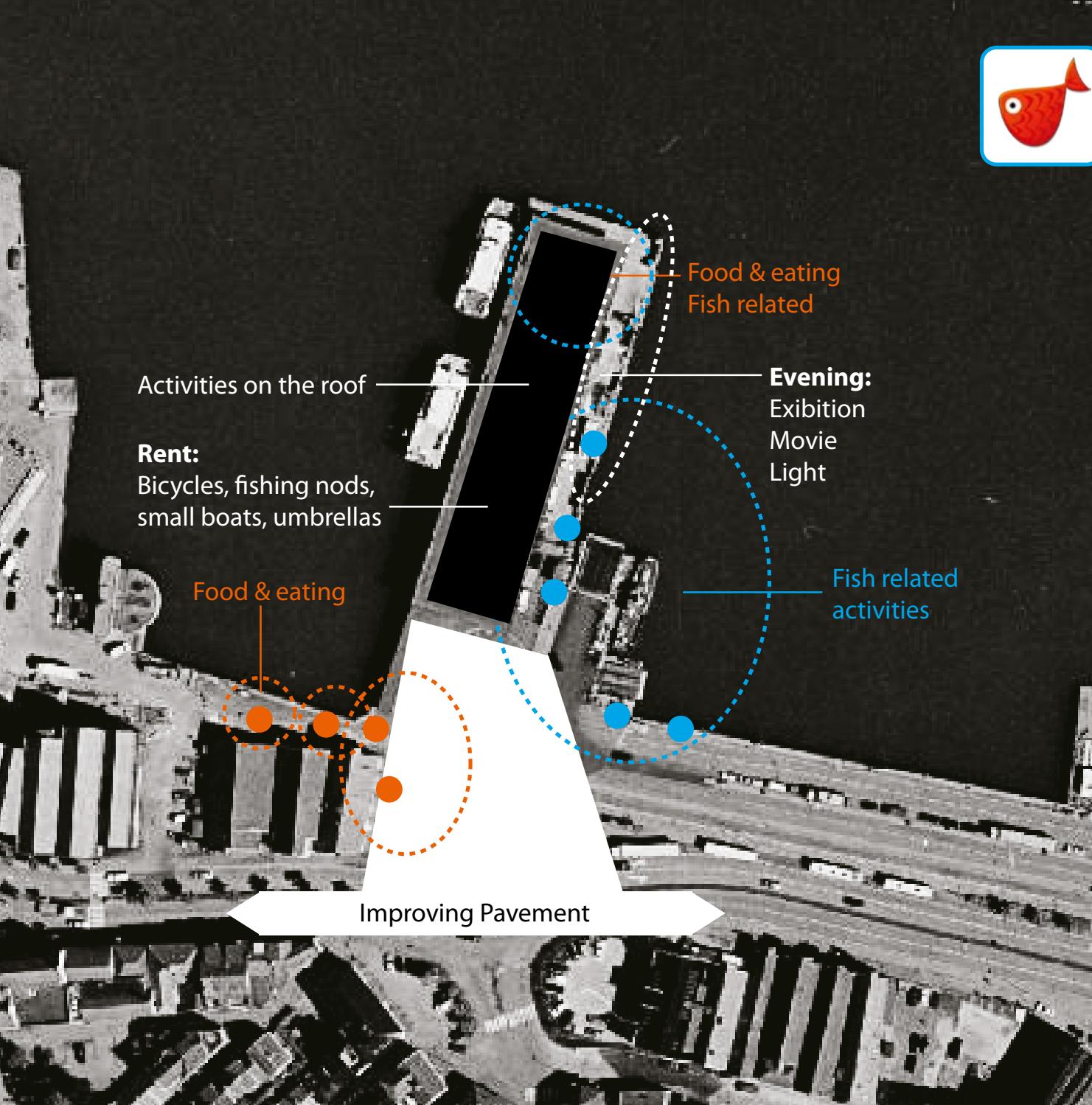
- //Information (map of the city)
- //Invitation to directions (change pavements, colour the pavement?)
- //More Benches
- //Dust bins
- //Improve accessibility by removing obstacles
- //Provide experiences (art, temporary installations etc.)

#### Long term improvements:

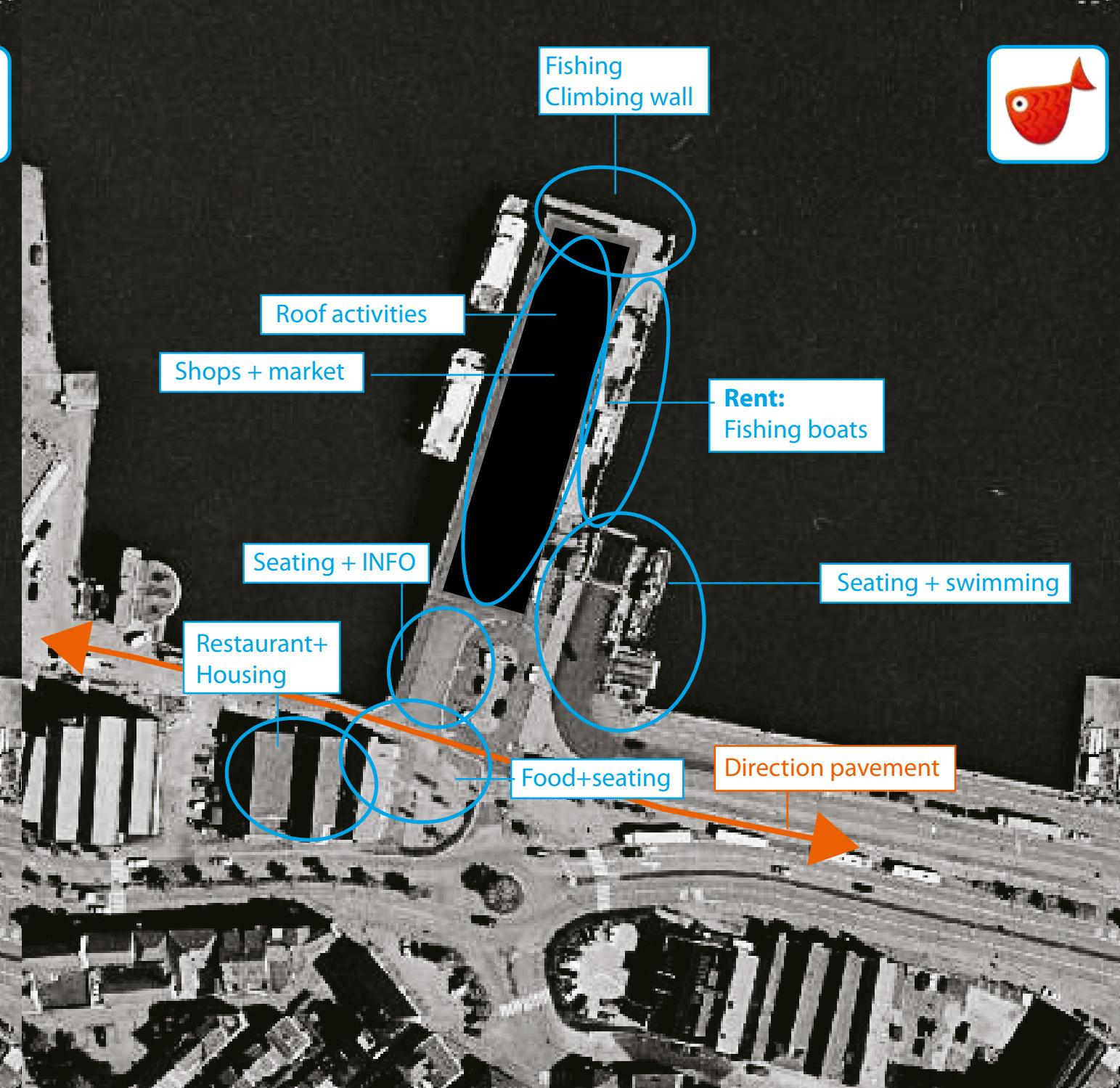
- //Close for private car traffic after the roundabout (north)
- //Establishing attractions relating to the water (play, sales, aquarium, restaurant/café)
- //Adaption to micro climate (roofing/shelter in walkzones, waitingzones)
- //Rotating view tower
- //Information/exposure of locally produced and sold goods (eco-market?)



SHORT TERM STRATEGIES



LONG TERM STRATEGIES



## GROUP 3

### recommendations

The portion of the site that is located between the Ferry Building and the old Warehouse provides a great opportunity to connect these two uses and to create an asset for the residential community located adjacent to the site.

However, the amount of space (and asphalt) dedicated to vehicles prohibits any activity by pedestrians and discourages use by bicycles. If the amount of vehicle space could be drastically reduced, a variety of more pedestrian friendly activities would be possible here.

In the short term, in good weather, weekend street fairs, markets and exhibits could be held in the roadway, including Friday afternoon music and videos (even though there would be cars queuing up for the ferry). Amenities such as improved and creative pedestrian scale lighting, information boards, planters, flowers, benches and even a temporary stage on a barge with a planned schedule of events could be added. In addition, a more attractive and usable "promenade" could be created along the waterfront, even in the short term. Areas for activities like sunbathing, eating, and playing games should be developed during good weather along this promenade.

In the long term, the unused space for vehicles waiting for the ferry could be redefined as a "shared street" and a broader range of activities growing out of the initial experiments could be developed. This would involve

greatly reducing the amount of asphalt in this area and increasing the number of amenities both on the water and on the land and refocusing the activities within the warehouses toward the street.

#### What group 3 liked, keywords:

*Ability to link to the city centre and to the east side  
Great view of water bridge  
Length of water access  
Many roads terminate on promenade  
Framed by existing piers  
Good architectural quality in old warehouse*

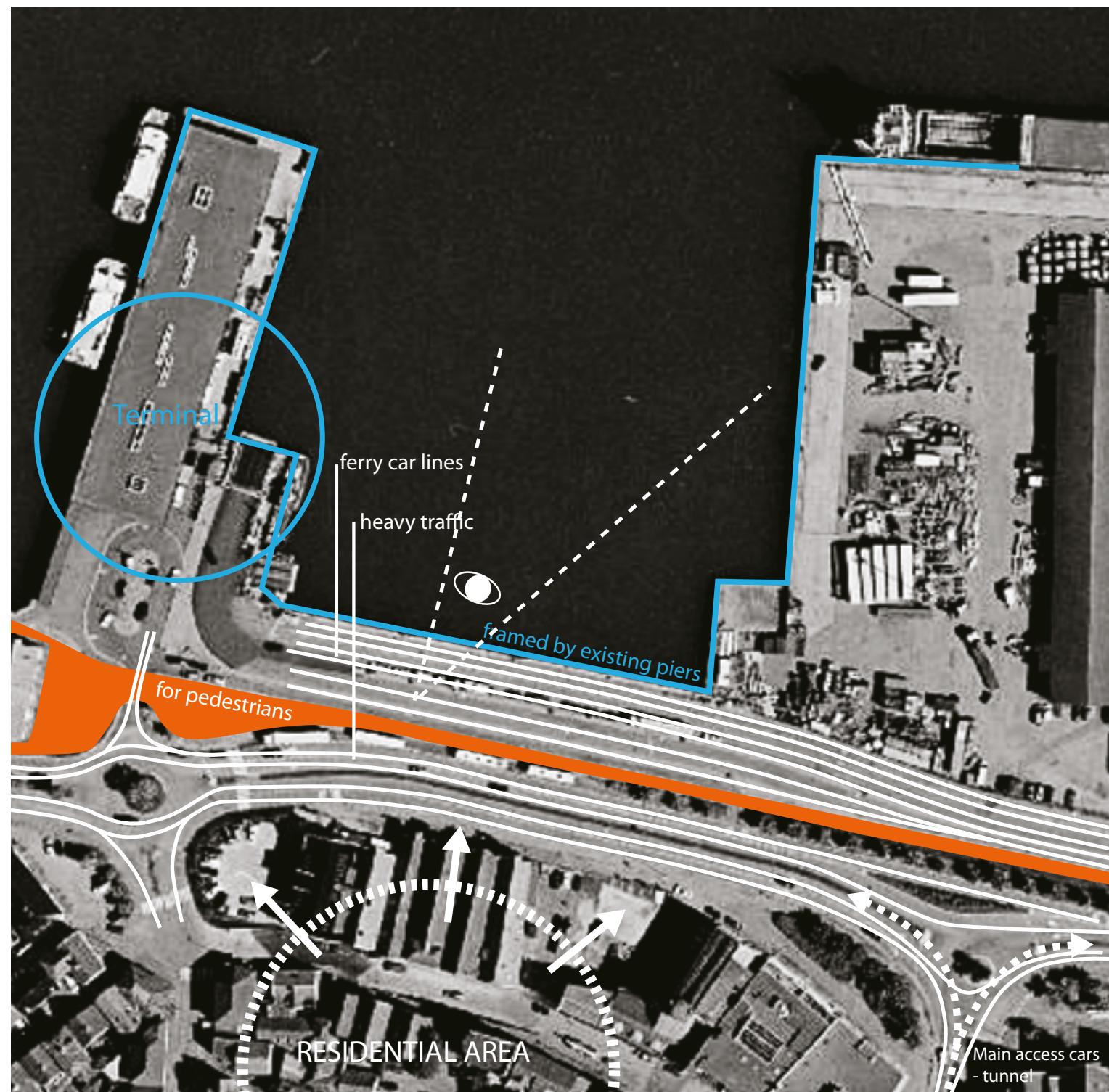
#### Short term improvements:

*//Reclaim lane against water + program space  
//Lane closure for weekend fairs  
//Friday afternoon music and videos for cars in cue for ferry  
//Increase seating/activity at ends of promenade  
//Increase lighting levels for safety  
//Add information boards/posting boards  
//Add planters/flowers  
//Coffee or food stands*

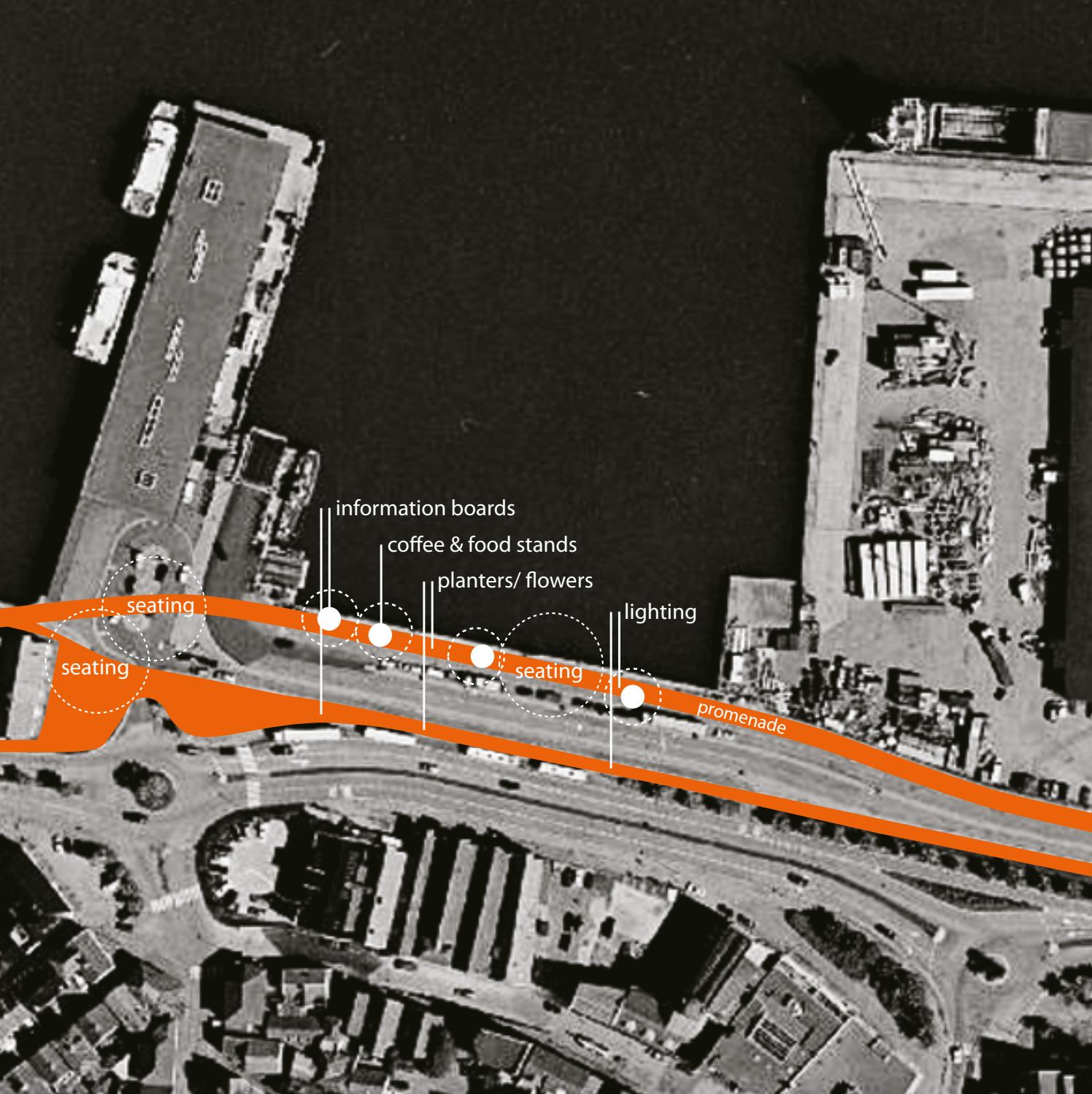
#### Long term improvements:

*//Fully remove unused ferry car lines  
//Shift travel lanes to provide usable space in front on warehouse  
//Bring water back to warehouse  
//Use cobblestone pavers to slow traffic  
//Introduce shared street to calm traffic*

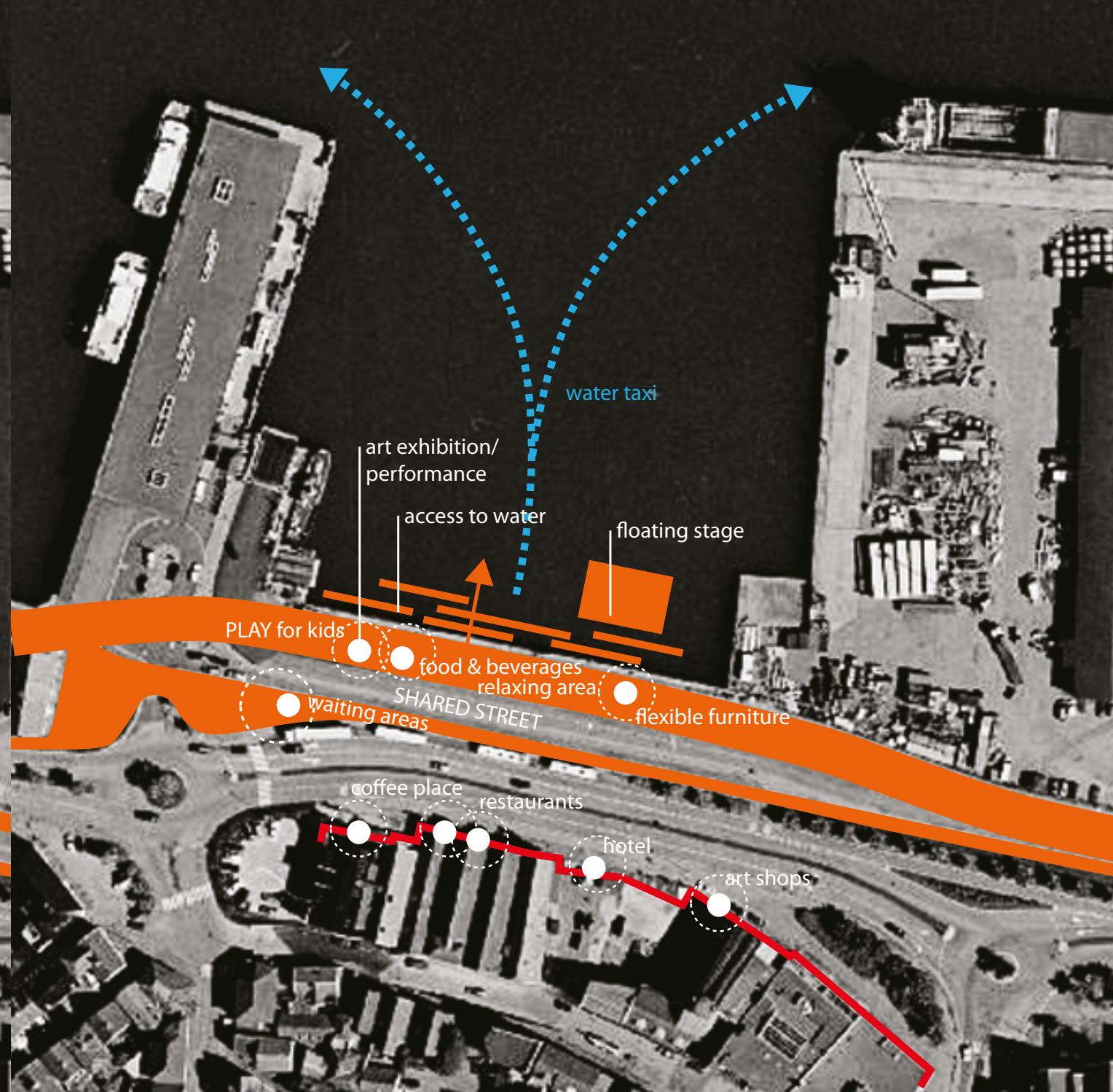
*//Refocus warehouses to address the street  
//Introduce flexible furniture: stage/table/ seat/ play  
//Include giant picture frame art work to focus views out towards Ryfylke  
//Floating stage to bring people out on water + include stairs to take you down to touch water  
//Add flexible kiosk for all season dining  
//Gateway branding on promenade  
//Relaxing area with sun bathing  
//Art promenade  
//Bike sharing system*



SHORT TERM STRATEGIES



LONG TERM STRATEGIES



## GROUP 4

### recommendations

A new use should be determined for the old Warehouses using its maritime history as a guide. In the short term, this could potentially occur if the existing storage were compressed and located on the water side of the building.

Ideas for both short and long term uses include a place for boat repair adjacent to spaces for a variety of retail activities such as services related to the operation of a marina or guest harbor, temporary exhibitions inside the building, marine related education, a new type of community center related to marine uses, sports (both inside and outside), fishing and guided fishing tours and the display of historic ships. Granville Island in Vancouver was discussed as a model for not only the types of uses but also the process that could be used to determine a vision for this space. The Tar House should be developed as an attraction as part of this process.

#### What group 4 liked, keywords:

Ability to link to the city centre and to the east side  
Great view of water bridge  
Length of water access  
Many roads terminate on promenade  
Framed by existing piers  
Good architectural quality in old warehouse

#### Short term improvements:

//Reclaim lane against water + program space

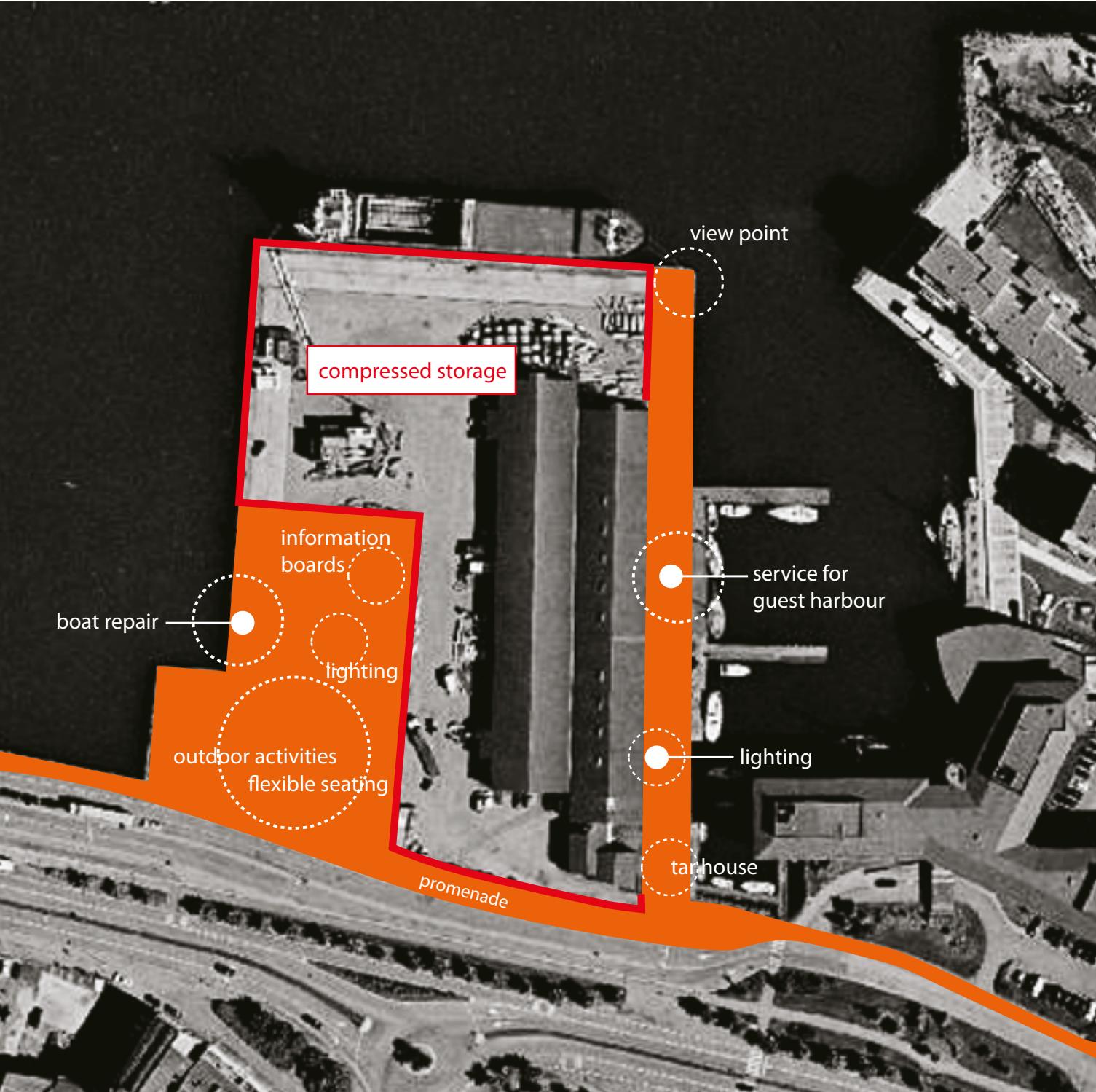
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- //Add planters/flowers
- //Coffee or food stands

#### Long term improvements:

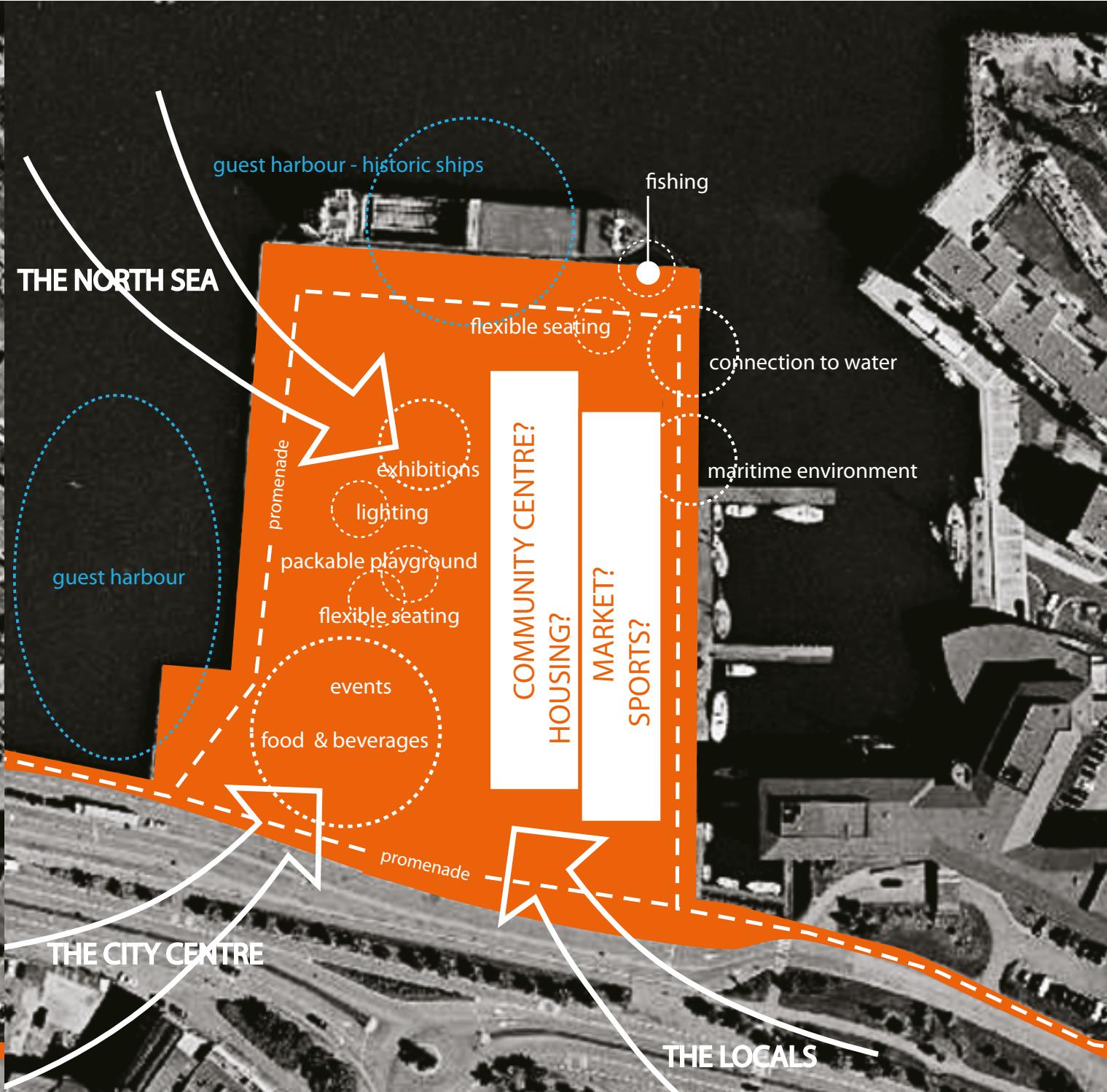
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- //Gateway branding on promenade
- //Relaxing area with sun bathing
- //Art promenade
- //Bike sharing system



SHORT TERM STRATEGIES



LONG TERM STRATEGIES



## INFO

### Contact detail

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#### Partners

**FRAMTIDENS  
BYER STAVANGER**



**URBAN SJØFRONT**  
- mer Stavanger



**amiando** *simply invite.*



