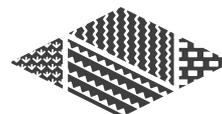
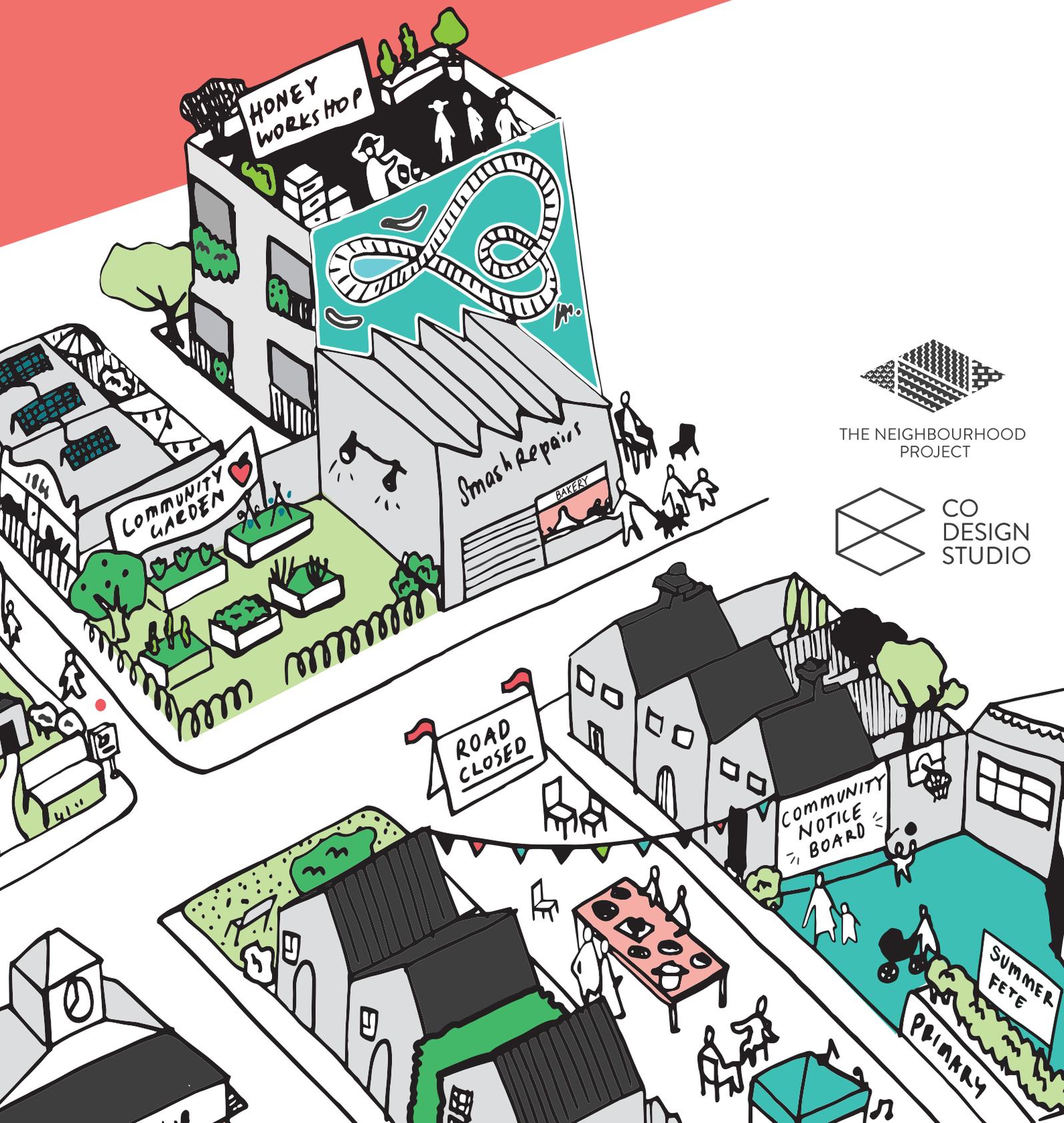


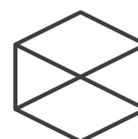
LOCALLY-LED NEIGHBOURHOODS

A COMMUNITY-LED PLACEMAKING MANUAL

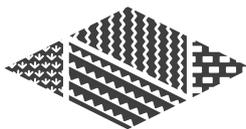
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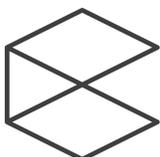
THE NEIGHBOURHOOD
PROJECT



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THE NEIGHBOURHOOD
PROJECT



CO
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FOREWORD

We are proud to present Locally-led Neighbourhoods: a community-led placemaking manual as based on the key learnings of The Neighbourhood Project. This step-by-step methodology provides guidance, worksheets and tips to help your community, council or organisation support the implementation of community-led placemaking.

Over the past decade CoDesign Studio has pioneered placemaking practice and theory from our base in Melbourne, Australia. With roots in tactical urbanism and strategic experience in over 120 neighbourhoods, we have developed a new vision for collaborative approaches to shaping local places. One of these methods is community-led placemaking.

This manual is part three of the Locally-led Neighbourhoods series:

- > Neighbourhoods Made By Neighbours: A guide to community-led placemaking
- > Neighbourhoods Made By Neighbours: Case studies from Round 2 of The Neighbourhood Project
- > Locally-led Neighbourhoods: A community-led placemaking manual

Additional resources available include:

- > The Neighbourhood Project: Methodology white paper
- > The Neighbourhood Project: Outcomes & impact at a glance



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SECTION 1

SETTING THE SCENE

SETTING THE SCENE

WHAT IS LOCALLY-LED PLACEMAKING?

At CoDesign Studio we define placemaking as enabling and empowering people to create places they love and feel connected to.

From community gardens to pop-up parks, main street improvements to community building activities in new communities, these practical placemaking projects transform local spaces, create vibrant and authentic places and build social capital and connection. When creating places, it is important to remember that the journey is just as important as the destination.

Locally-led placemaking is a term used within this document to encapsulate both community-led and council-led placemaking initiatives.

For more in-depth theory on this concept see our Neighbourhoods Made by Neighbours: A guide to community-led placemaking.

THE NEIGHBOURHOOD PROJECT

The Neighbourhood Project (TNP) is a three-year action research project, established by CoDesign Studio and made possible through funding from the Myer Foundation.

The main objective of the project was to measure and report on the effectiveness of community-led placemaking in action.

To date, the project has successfully undertaken two rounds of the program, partnering with eight Melbourne Metropolitan Councils on 14 community projects.

You can read more on projects from Round 2 of TNP in the second booklet from the Locally-led Neighbourhoods series: *Neighbourhoods Made By Neighbours: Case studies from Round 2 of The Neighbourhood Project*.

HOW TO USE THIS GUIDE

This guide outlines the CoDesign Studio framework for how councils and community can deliver placemaking projects. Step by step, it will take you from exploration of community ideas through to implementation and evaluation of the project.

The process differs for community members (Section 2) and councils (Section 3). We strongly recommend you read both sections to foster a mutual understanding of the process and allow for smoother collaboration and communication. Steps for implementation are demonstrated in figure 1. Each stage includes a checklist to complete before moving on to the next step.

WHO THIS GUIDE IS FOR

There are two 'how-to' sections included in this guide one for community and one for council. For the purposes of this guide, these groups are defined as:

- > **Community:** This guide is for community members seeking to improve their neighbourhood. You don't need to be an expert in project management or design. The only prerequisite is that you are a member of a community and are motivated to be the catalyst for on-the-ground change.
- > **Council:** Both rounds of The Neighbourhood Project were undertaken with local governments in Victoria, Australia. Therefore, this guide has been designed with specific and actionable steps targeted to this audience.

Although this guide specifically addresses practical and actionable steps for community and council, it is also full of important knowledge and insights for other stakeholders of place such as industry and larger government agencies. These lessons are applicable for anyone interested in empowering communities to improve their places. It is through collaboration that great places are created.



Figure 1 Implementation steps for community and council.

*Processes to be undertaken concurrently to maximise effectiveness.

PEOPLE, PROCESS & PLACE

Through our research, we have established that placemaking success is pinned on three key principles of place change. These are: People, Process and Place.

Traditionally, many projects only actively involve one or two of these ingredients, however we have found the decision to strategically involve all three delivers ongoing, self-sustaining, benefits for community. This is how community-led placemaking drives systemic change for neighbourhoods and cities more broadly.

These changes are not always easy, but they are worth it. These three principles plus a big dash of leadership and innovation, will help communities and councils to identify and implement changes to make a difference.

PEOPLE

Activating local citizenship around community-led placemaking.

Community-led placemaking starts and ends with the people who share a neighbourhood. Local leadership, ideas, enthusiasm, skills, and knowledge are what set these projects apart from standard industry-delivered improvements which lack local ownership, and can often remain un-activated.

Capacity-building at a local level goes beyond community engagement. Instead, it creates agency, connection, capability and mobility, which pay significant dividends when it comes to building the physical and social fabric of a neighbourhood.

PROCESS

Facilitating an enabling environment in support of community-led placemaking.

The processes that shape and control neighbourhoods have enormous impact on how they operate. They can limit community agency, or enhance it. Simple innovations, such as reviewing permitting processes or elevating the importance and understanding of placemaking within an organisation can have enormous impact on how communities benefit.

For councils, improving the process will make it easier and less risky to say “yes” to great community ideas. This unlocks community energy to tackle issues locally, helping council workers to deliver great neighbourhoods and social outcomes.

PLACE

How do we use a space? How do we feel connected to a space?

These are two key questions to address when looking at the principle of how best to design, build, activate, or manage a place.

Next time you move through your neighbourhood, look carefully – there are many pockets of underused land that could work harder for you and your neighbours. One report estimates up to 30% of land in Australian cities is underutilised (The Economist, 2015). This represents significant opportunity to use these spaces for community benefit and share some of the load of creating great neighbourhoods.

Neighbourhood pride and local social cohesion often go hand-in-hand with vibrant, culturally-relevant, activated spaces. When projects are led by locals, there is a greater alignment between the place identity and the identity of the local residents.

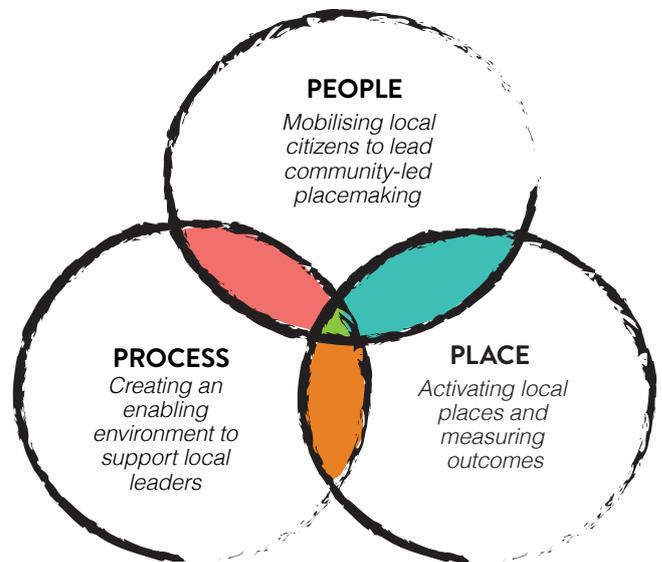


Figure 2 People, Process and Place model by CoDesign Studio

COMMUNITY-LED PLACEMAKING METHODOLOGY

CoDesign Studio has developed a world-leading methodology to transform neighbourhoods by addressing the three critical drivers of change: people, process and place.

Our experience, knowledge and tools are designed to make community-led placemaking easier for both council and communities, by removing roadblocks and common headaches. Underpinning this methodology is the understanding that short-term, temporary responses to local issues provides a catalyst for long term, systemic change.

Adopting a community-led placemaking approach results in stronger communities, which in turn leads to self-sustaining projects thanks to ongoing community investment in implementation.

To enable this process CoDesign Studio developed a six-step methodology for implementation. The six key steps are detailed in figure 3 below; you start with an idea, create an enabling environment, mobilise community, locate resources, test it out, and finally, evaluate and scale.

This tried and tested methodology has been adapted and applied to the community (Section 2) and council (Section 3) of this guide.

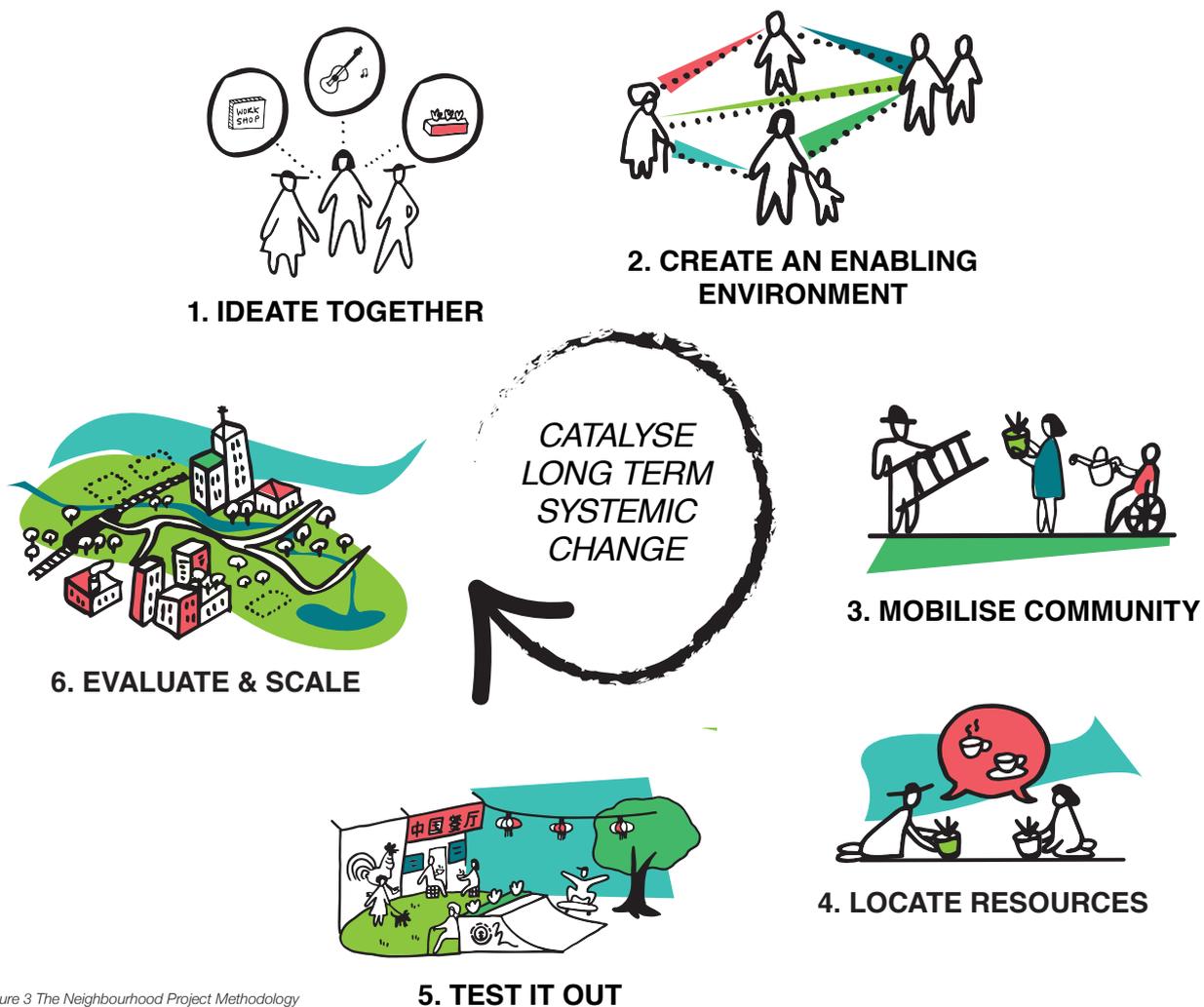
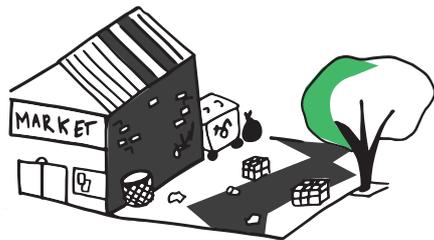


Figure 3 The Neighbourhood Project Methodology

WHAT LOCALLY-LED PLACEMAKING LOOKS LIKE

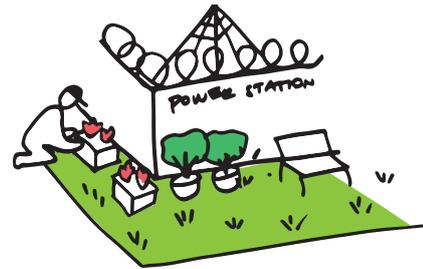
Locally-led placemaking looks like projects dreamed up, designed, and delivered by locals to improve their neighbourhood. It's a collaboration between neighbours, community leaders, volunteers, organisations, property owners and traders, as well as council and other land managers such as property developers, utilities, and state government.

Here are some top project categories for effective locally-led placemaking.



New uses for underutilised space

Give underused local space a second life with a new use or amenity, like a dog park, playground, or gathering place.



Greening projects

Reclaim local space for gardeners to grow food, bring cultures together, support sustainability and biodiversity, or simply create a beautiful street.



Regular events

Build stronger community connections and pride, make places more lively, and provide an activity for locals to meet new neighbours. Events also help people see the potential in underutilised places long after the marquee is folded away.



Creative projects

Change the feel of an area and create a sense of place identity, pride, and ownership. Artwork, creative wayfinding and beautification can encourage people to visit and linger.



Food and Markets

Bring the community together around a shared table in a park or showcase local talent and produce with a market.



Sharing initiatives

Share skills and resources such as materials, tools, seeds or toys between neighbours.

AGILE CITIES, HEALTH AND RESILIENCE

While our cities continue to grow at a rapid rate – it is expected that by 2050 the planet will be home to nine billion with two-thirds living in cities - we also have soaring rates of social isolation, environmental deterioration, and a new worldwide health epidemic: loneliness.

SOCIAL CONNECTION & COHESION

Social connection is a vital ingredient for quality of life, health and happiness. Evidence has shown social isolation and loneliness is a larger health risk than smoking and heart disease (Harvard Medical School, 2016). While our cities may be growing, social isolation is also on the rise, with one in three Australians not knowing their neighbours (AIFS, 2014).

If loneliness and social connection directly impact an individual's wellbeing, we must find ways to improve social connectedness. This is what community-led placemaking is all about. It provides the opportunity and rationale for neighbours to build relationships, while also creating welcoming spaces that the community want to use.

Communities working together to make their ideas come to life creates a sense of belonging, pride, ownership and community connection- it is what makes a space a place.

RESILIENCE THROUGH CAPACITY BUILDING

100 Resilient Cities defines resilience as “the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt and grow no matter what kinds of chronic stresses and acute shocks they experience”. It follows, therefore, that when we build the capacity of our citizens and organisations, we are also actively contributing to strengthening the resilience of our neighbourhoods. Community-led placemaking not only builds social connections and trust; it builds this around our neighbourhoods. This focus on local resources and skills is invaluable in times of stress, shock and unpredictability.

Equally important is the trust between council and community. Evidence has shown participation in community-led placemaking projects leads to a significant increase in local leaders' positive interactions with, and trust in, council.

HEALTH & WELLNESS FOR ALL

Individuals with a lack of access to local green spaces have seen a reduction in quality of life measures, including life expectancy. Further to this, access to green space has been closely correlated with equality divisions (Gardener, 2019).

Meanwhile, it is estimated that in our cities up to 30 per cent of land is underutilised (The Economist 2015). Community-led placemaking responds by maximising assets with a strength-based approach to deliver greener spaces for health, wellbeing and the environment, and aims to do so in a way that is available to all members of the community.

21ST CENTURY CITYMAKING

A key opportunity for 21st century citymaking is the acknowledgement of the benefits of, and shift towards participatory and collaborative urban development (United Nations, 2016). As the world urbanises, we need to consider broadly all aspects of how we live, not just the physical infrastructure; housing, work and recreation are now key urban issues.

Urban policy has been notoriously slow to shift. The current approach to making cities is rooted in the previous century's challenges and needs to evolve quickly to meet our new threats – as well as new opportunities.

Community-led placemaking is a way to catalyse this transition. By testing new ideas at a small scale, embedding learning and best practice, the industry can be more agile in responding to change with benefit for all stakeholders.



SECTION 2

A PRACTICAL GUIDE FOR COMMUNITY

KEY PRINCIPLES

READY TO GO?

Before setting out on your community-led placemaking journey, reflect on your readiness to lead the implementation of a project in your community. This includes an honest assessment of the level of support available to you for trying a new way and the appetite for change in your neighbourhood. If you haven't already, this is a great time to gather a team to assist you in delivering your project. We recommend at least four people.

Take the time to get the support of your community by sharing your ideas. You may also like to reach out to your local council to let them know you are keen to instigate positive changes in your neighbourhood. Establishing a relationship with council will put you in a great place to tackle some of the challenges that you may face during project design and implementation.

THE JOURNEY

The most important success factor of all is the willingness to learn. Trying something new can be difficult and things don't always work out as planned. Try to remember this, set realistic expectations and see the stumbling blocks as learning opportunities rather than failure.

Make sure to document this journey. This can be as simple as capturing 'before' and 'after' images or asking a videographer to capture an event or project installation. Alternatively you can get creative and start a blog, video log or social media account, capturing your experience and sharing it with your community.

PROJECT PLAN

Each step of this guide is associated with an activity or worksheet. Upon completion, these worksheets will form your project plan. It is important to tick off each item on the checklist before moving on to the next step.

SMALL STEPS TO START NOW

Some of the things in the guide can be started today:

- > Interest: speak to others, share your idea and gain an insight into others' thoughts and the perceived need for your project idea.
- > Research: Make use of the resources that are available online (such as this one!) to see what is involved in delivering a placemaking project. Look at examples of what other successful placemaking projects have looked like – these could be in your neighbourhood or elsewhere.
- > Council: As part of your research take a look at your council's website, or you may like to have a chat with a member of council staff. This can provide you with an initial idea of the support available, or examples of other projects in your community.

BIG STEPS TO PLAN AHEAD FOR

Some aspects of this guide require some forward thinking to avoid potential roadblocks along the way:

- > Consider what you will need for your project, and what you can commit to. What resources will you need and what do you already have available to you? Who will be supportive? Who may be challenging in delivering your project idea? (e.g. landowners).
- > You will also need to consider things like planned holidays or the season in which you are planning your activation that may make committing to intended timelines difficult. For example, avoid outdoor activities in the middle of winter, planting a community garden in the middle of summer or planning a school activation over school holidays.



COMMUNITY PROCESS

DELIVERING COMMUNITY-LED PLACEMAKING

6-STEP PROCESS FOR COMMUNITY

COMMUNITY PROCESS*



COUNCIL PROCESS*



*Processes to be undertaken concurrently to maximise effectiveness.

SECTION CONTENTS

1. LAYING THE FOUNDATIONS

- > WHERE TO BEGIN
- > ESTABLISHING A DIALOGUE WITH COUNCIL
- > SETTING EXPECTATIONS
- > DEVELOPING A VISION

2. A PLAN FOR ACTION

- > SITE SELECTION & PLACE ANALYSIS
- > RESOURCE MAPPING & BUDGET
- > GOVERNANCE

3. MOBILISING COMMUNITY & RESOURCES

- > STAKEHOLDER MAPPING
- > DEVELOPING AN ENGAGEMENT STRATEGY
- > COMMUNICATIONS STRATEGY

4. GETTING READY TO GO

- > SITE PLAN
- > MANAGING RISK AND INSURANCE
- > PROJECT PLAN APPROVAL
- > TEST IT OUT
- > MEASURING YOUR PROJECT'S IMPACT

5. LET'S GO

- > ON THE DAY

6. EVALUATION & FUTURE PLANNING

- > WHAT DID WE LEARN?
- > SCALING FOR IMPACT
- > TELLING YOUR PROJECT STORY

STEP 1: LAYING THE FOUNDATIONS

THINK ABOUT WHAT YOU WILL NEED AND CAN REASONABLY ACCOMPLISH TO MAKE SURE YOUR PROJECT RUNS AS SMOOTHLY AS POSSIBLE.

WHERE TO BEGIN?

So you have an idea for a community-led project in your neighbourhood? Great! You may have already discussed your idea with others or read *Neighbourhoods Made by Neighbours: A Guide to Community-Led Placemaking and Case Studies from Round 2 of the Neighbourhood Project* to inspire and help develop your idea.

At this early stage it is a good idea to think about how you may go about delivering your project, including:

- > Making note of the resources you currently have and what you think you will need (including the people helping you) to deliver your project
- > Thinking about how you may manage potential challenges
- > Telling others about the need for this project in your community and how the project will improve your neighbourhood

ESTABLISH A DIALOGUE WITH COUNCIL

Having a point of contact to share your idea, gain early feedback and developing a dialogue with council is key at this stage and during the delivery of any community-led placemaking project.

Consider how you may develop your idea by speaking to a member of your local council, either over the phone or in person. Your council may have a dedicated 'placemaking' officer that you will be directed to, although many councils will not. It may be that you are directed to different people or different departments (e.g. a community grants officer or a community development officer), depending on the nature of your project or enquiry.

Once you have spoken with council and engaged with your community it is time to further develop your idea for how the project will be implemented. At this stage it is key to formalise the group of community leaders who will help deliver the project.

SETTING EXPECTATIONS

In sharing your idea with both your neighbours and council you will hopefully have gained some insightful feedback regarding your project, including some of the aspects you may not have considered (e.g. fundraising opportunities, risk or compliance issues).

Now is a good time to also consider the commitment that is required. Who will be able to support you and your project? The 'Getting Organised' worksheet is the first worksheet of the program and can assist in assessing the current resources that are available and what will be required.

Taking into account your other commitments such as work or family is important at this time. These factors, along with the resources available, will determine the scale of your project.

Burnout by project leaders can be an unfortunate experience, often when leaders have underestimated the commitment required or not made full use of the resources and help that is available. Preventative measures such as sharing and keeping a manageable workload can help to lay the foundations for an enjoyable process and avoid burnout.

DEVELOPING A VISION

The first step for your newly established community group, is to work together to develop a project vision. You should establish the 'why' 'what' 'who' and 'where' of your project. It is important that this is clearly articulated at the beginning of the planning. Make it short and snappy. The fewer words the better.

Some groups may need assistance with defining a project vision. Your council may be able to assist.

See Activity 2, 'Project Visioning', to guide you in this process. Dream big, then consider if there are smaller scale versions of the project, pop-up trials or temporary actions you could work towards as a way of testing the big idea in stages and gaining valuable feedback for adjustments along the way.

CHECKLIST

Before you move on to your next steps make sure you have completed the following:

1. Activity 1: Complete the 'Getting Organised' worksheet as this will assist you to organise your community team and consider some of the other aspects of your project, such as the roles your team will undertake (e.g. managing the finances or communication to external stakeholders).
2. Activity 2: Complete the 'Project Visioning' worksheet identifying the 'Why?', 'Who?', 'What?' and 'Where?' of your project idea.

COMPLETED

DATE

.....

.....

ACTIVITY 1: GETTING ORGANISED

Your core team are going to form the backbone of your project and will have a range of tasks they will need to manage and complete. Before assigning roles and responsibilities, have a think about where you can be most valuable, but also where you would feel most happy.

WHAT DO YOU LIKE TO DO?	WHAT ARE YOU GOOD AT?
WHAT SKILLS DO YOU NEED?	WHAT SKILLS ARE MISSING?

WHERE CAN WE MEET?

HOW OFTEN DO WE MEET?

HOW DO WE COMMUNICATE?

WHERE DO WE STORE INFORMATION?

KEY ROLES IN THE TEAM:

- > Meeting manager
- > Finance
- > Risk & safety
- > Communications
- > Other

ACTIVITY 2: PROJECT VISIONING

PROJECT TITLE:

WHY

Why is this project important for your neighbourhood? What need or problem is it solving? What is your long term vision for your neighbourhood?

WHO - TARGET AUDIENCE

Who is this project for? Who is your target audience? (Note that successful sites don't always have to be for everyone. Sites that are successful have a particular use, function or value propositions)

WHO - LEVEL OF INTEREST/DEMAND?

Who is interested in this project? Do you know if there is a need for this type of project?

WHAT

What types of facilities, activities, program, culture, look and feel does your site need to have?

WHERE

Based on your “why?” and “who?”, where would be the best location for your project? (Think - does it need to be close to existing services, transport or activities to be successful?)

TOP 3 PRIORITIES

What are the top 3 aspects of this project that are the most important for serving your target users? These will be the basis of your value proposition that is, the value your project is offering to visitors and site users. For example accessible, connected, a place for kids, easy to walk to, meets a local economic need, a place people come to every day, a place people walk through, a place people come to as a destination, a place to meet friends and neighbours.

1.

2.

3.

PROJECT VISION

Your project vision is one sentence that captures the purpose and direction of your project. It should feel motivating and inspiring, a reference point for all of your project decisions moving forward (note: the more practical this is, the easier it will be to achieve). Try and keep it concise. The shorter and snappier the better.



STEP 2: A PLAN FOR ACTION

SETTING THE PROJECT UP FOR SUCCESS

SITE SELECTION & PLACE ANALYSIS

It is important to complete a site audit and assessment to understand the site user needs and specific site considerations. Activity 3 'Place Analysis' will assist you in deciding on a site that suits your project vision and outcomes. Visiting the site at different times of the day or week will reveal how the site is used or how the site feels at different times.

It is recommended that you also conduct a second audit during the project delivery to understand the impact the project has had on site users.

Once a potential project site has been identified ensure you have confirmed the following before proceeding:

- > The site ownership has been identified and use of the site approved (note some sites may have multiple land owners)
- > Future property development plans for the site and how they may impact on project delivery
- > Identification of potential site risks and safety concerns that may affect project delivery (e.g. high traffic area requiring safety barriers, water or electricity access, soil contamination).

RESOURCE MAPPING

Placemaking should focus on what the community **has** rather than what it is **missing**. Resources include time, skills, money and physical materials.

- > Begin by exploring assets and resources that already exist in your community. This could include individuals, local businesses, local organisations, school groups, who might be able to support your project with time, skills or in-kind donations. It could also mean physical resources that are abundant or spare in your community which you could use, reuse or upcycle.
- > Consider existing groups and networks in your community that you can connect with to share your idea and tap into existing energy.
- > Identify what resources council may be able to offer (e.g. insurance cover, safety equipment, media support, equipment, rubbish removal, expert support, etc.).

Activity 4, 'Resource Bank' will assist you in identifying opportunities for your project. It includes a 'Resource List' cheat sheet to give you some guidance on common project materials and how much they typically cost.

GOVERNANCE

Your community group may need assistance with setting up your governance structure. Whether or not a group is incorporated can affect how much external support is required. You should consider the following:

- > Group meeting times and location
- > How will you communicate internally as a group
- > Engagement plan for council (e.g. frequency, location and attendees for meeting with council to review plans)
- > Financial management for non-incorporated groups (e.g. setting up a two-signature account and establishing a treasurer's position)
- > Insurance options for non-incorporated groups (e.g. the need to partner with an auspice or membership-based organisation)
- > For incorporated groups, ensure that insurance and registration is adequate and up-to-date.
- > Activity 5 will address the financial plan of what your project may cost. Take your resource mapping into consideration. Then, set up a time to meet council and use our 'draft agenda'.

CHECKLIST

The worksheets detailed below can assist in further developing your project both within your community group and the wider community:

1. Activity 3: Complete the 'Place Analysis' worksheet to establish how the site is currently used and justify why this project is needed.
2. Activity 4: Complete the 'Resource Bank' worksheet to explore what is available in your community to support the project, and what you might need.
3. Activity 5: Complete 'Project Budget' worksheet.
4. Activity 6: Contact council for approval on the first stage of your project plan. Attached is a draft agenda for topics of discussion. Make sure to bring your project plan with you.

COMPLETED

DATE

.....

.....

.....

.....

ACTIVITY 3: PLACE ANALYSIS

Date:

Time:

(We recommend spending at least 30 minutes on the site)

Weather:

PEDESTRIAN COUNT

Keep a running tally of how many people are moving through or remaining in the site.

WHO

Make a note of who is using the site (e.g. Ages, genders, groups, individuals etc).

WHAT

How many unique activities are occurring on the site and what are they?

HOW- CONNECTIVITY & FEATURES

Things to consider:

How are users accessing the site? e.g. By foot, bike, bus, train etc. Is it easy to find? Is it easy to access? eg. Ramps for wheelchairs and prams? Is there good lighting? Is there good shade cover?

Draw map:

LAND USE

What are the site's main land uses? What is the main use the site was designed for?

What makes this area unique?

What are the weaknesses of the site?

How are you going to harness the strengths and address the weaknesses of the site through your intervention?

ACTIVITY 4: RESOURCE BANK

MONEY

TIME

<p>PARTNERS Who can we work with and what can they offer?</p>	
<p>IN-SITU What is already there?</p>	<p>SKILLS What skills are in the team?</p>
<p>ACTIVITIES How can the space be quickly activated?</p>	<p>MATERIALS What can we access within the budget and timeframe?</p>

MATERIALS WE HAVE (eg. chairs, tables, chalk etc)		LABOUR WE HAVE (eg. volunteer with ute, designer, 10 x 1-day volunteers)	
MATERIALS WE NEED	COST?	LABOUR/SKILLS WE NEED	COST?

RESOURCE REFERENCE

SEATING	INDICATIVE COST	SUGGESTED SUPPLIERS
Milk Crates	Free - \$5	Gumtree, Ebay
Pallets	Free - \$15	Officeworks, Gumtree, Ebay
Cushions	\$2+	Ikea, Kmart, \$2 store
Stackable stools	\$12	Ikea
Inflatable furniture	\$50+	Camping stores, online
Folding chairs	\$10+	Bunnings, Kmart, Ikea, camping stores

TABLES	INDICATIVE COST	SUGGESTED SUPPLIERS
Card table	\$15+	Camping store, Bunnings, Kmart
Trestle table	\$35+	Bunnings, \$2 store
Metal drums	Free - \$10	Gumtree, Ebay
Industrial spools	Free - \$20	Gumtree, Ebay

DECORATIONS & CRAFTS	INDICATIVE COST	SUGGESTED SUPPLIERS
Fairy lights/Paper lanterns (solar)	\$10+	Bunnings, \$2 store, Kmart
Bunting/Garlands/Flags (fabric/ plastic tablecloths/ paper)	Varies- very cheap if made by hand! - \$5+ ready made	\$2 store, Kmart, Spotlight
Colour tape (duct, electric, masking)	\$2+	Officeworks, Bunnings
Chalk/'Landscape' Spray Chalk	\$2+	\$2 store, Spotlight, Bunnings
Stencils (cardboard, coreflute)	Free - \$15+ (laser cut)	Bunnings for coreflute
Coloured wool, string	\$1+	\$2 store, Bunnings, Spotlight
Marker pens	\$2.50+ (Sharpies)	Kmart, Officeworks, Spotlight
Paint	\$4 (sample pot interior paint)	Bunnings, craft store, Gumtree

TRANSPORTATION	INDICATIVE COST	SUGGESTED SUPPLIERS
Van hire	\$90+ per day	GoGet, Budget truck rental

BARRIERS & AREA DEMARCATION	INDICATIVE COST	SUGGESTED SUPPLIERS
Marquee	\$50+	Gumtree, Kmart, camping stores
Weights (sand bags, shot bags, water-filled bottles)	Free - \$40	Camera store, make your own
Carpets (indoor and outdoor)	\$40	Ikea, homeware stores, Gumtree
Water-filled traffic barriers	Hire \$50/week	Coates Hire
Orange bollards/witches hats	\$5 - \$35	Bunnings
Astro-turf	\$20/m+	Bunnings

FOOD & BEVERAGES	INDICATIVE COST	SUGGESTED SUPPLIERS
Coffee Carts/Tents	\$1085 - \$1600 for 4-8 hours	Small Giants, Airstream, Caravan, Caffeinator, Franklin Coffee Co, Coffee on Cue, Deluxe & the Barista, Bean to Melbourne, 92 Degree Espresso, Soul Kitchen Mobile Cafe
Food trucks	* Costs vary depending on coffee/food, hours, power and travel	
Cafe/bar		

DECORATIONS & CRAFTS	INDICATIVE COST	SUGGESTED SUPPLIERS
Flyers and posters	\$20-\$200	Snap, Dinkums, Officeworks, Kwik Kopy, Creffield, Easy Signs, Printzone online
Signage	*Costs vary depending on needs	
Footpath decals		

EQUIPMENT	INDICATIVE COST	SUGGESTED SUPPLIERS
Skilled tools - hammer, drill, etc	\$15 - \$200	Mens Shed, Bunnings, Coates Hire
Unskilled tools - glue gun, box cutter, staple gun, etc	\$15+	Spotlight, Officeworks, \$2 store, Kmart
Cable ties, tape	\$2 - \$10	\$2 store, Officeworks, Bunnings
Tacks, screws, nails	\$2 - \$10	Bunnings
Heater (gas, brazier)	\$50+	Bunnings, Coates Hire

PLANTS	INDICATIVE COST	SUGGESTED SUPPLIERS
Small plants	\$5 - \$100	Bunnings, Kmart, Ikea, markets
Plastic plants	\$20+	Bunnings, Kmart, Ikea
Trees	\$33+ (hire)	Flemmings nursery, Green Events

ACTIVITY 5: PROJECT BUDGET

Draw up a budget for your project including funding that you have already unlocked or received as well as resources that you will require for your project execution.

CATEGORY	DESCRIPTION	SUPPLIER	COST
SUB TOTAL			

ACTIVITY 6: DRAFT AGENDA

DATE:

LOCATION:

ATTENDEES:

ITEMS TO GO THROUGH

1. Project vision
2. Site selection and place analysis
3. Opportunities for council collaboration or project support

ADDITIONAL ITEMS

COUNCIL SIGN-OFF

NAME:

POSITION:

SIGNATURE:

DATE:



STEP 3: MOBILISE COMMUNITY & RESOURCES

HARNESS COMMUNITY ENERGY AND LOCAL ASSETS

Community-led placemaking supports community leaders to make use of existing assets and tap into local networks.

Now that you have laid a strong foundation, set up your team and established a connection with council, you can maximise project outcomes by involving the wider community as much as possible. Once the project goes public, it is also important to consider any potential risk and insurance issues and continue to seek guidance from council.

STAKEHOLDER MAPPING

Mapping out key stakeholders in the project will help you target your resource planning. When considering who needs to know about and be involved in the project, remember:

- > Who are your primary stakeholders and who are their networks?
- > Who are your project supporters and how can they help?
- > What community organisations/churches/groups/clubs are in the area that may assist?
- > What are the local businesses and how do they align with the project vision?

Remember to think big and include those who may not be immediately obvious but would have an interest in your project. Once your stakeholder mapping exercise has been completed list them all on your 'Communications Plan'.

DEVELOPING AN ENGAGEMENT STRATEGY

After mapping your primary stakeholders, consider how you are going to communicate with them as your project moves forward. By this stage it is important that you have a clear vision and can articulate the project accurately - remember to start conversations with 'why' you are doing the project.

Engagement tips:

- > Hold a community consultation session early in your project development. Community consultation sessions are a great opportunity to involve community in the decision making process, share your project idea and gain valuable feedback. This could be in the form of a casual conversation or a more formal survey. But make it fun and engaging (e.g. BBQ, picnic, etc.)
- > Ensure the wider community are aware of the ways in which they can get involved (e.g. create a volunteer list outlining skills, availability or resources they can share).
- > Think of all the different types of communication methods you could use (e.g. social media, posters, pop ups, community notice boards). You may look at other placemaking projects or community groups for inspiration.

COMMUNICATIONS STRATEGY

Communications tools such as social media are an excellent, cost effective way to get the message out about your project and increase community awareness. It is important to utilise different communication channels for different audiences.

Use the 'Engagement Plan' to map out your approach for engaging with your broader community, then use the 'Communications Plan' to outline the best way to continue the flow of information moving forward.

CHECKLIST

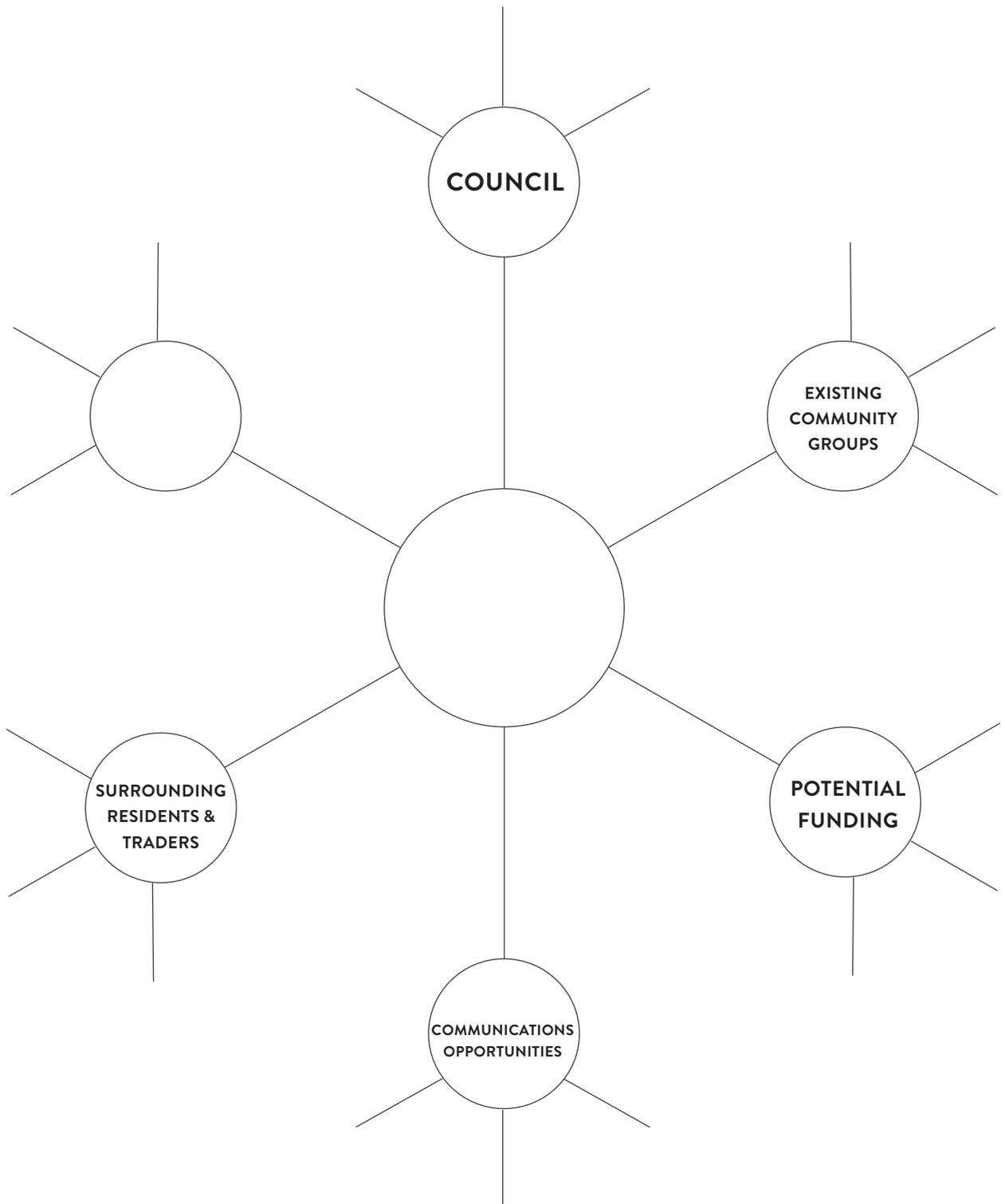
COMPLETED

DATE

1. Activity 7: The 'Stakeholder Mapping' worksheet will assist in identifying any further community resources that you could make use of, in addition to the resources you already have.
2. Activity 8: The 'Engagement Plan' worksheet has been completed.
3. Activity 9: Complete the 'Communications Plan' - how will you involve the wider community? What groups already exist in your neighbourhood? How will you make contact with them and sell your idea?
4. Activity 10: Visit the project site and survey the current users of the site using the 'Community Survey' worksheet. What do they like about the site? What could be improved? What do you observe? What feedback have you received on your project idea?

ACTIVITY 7: STAKEHOLDER MAPPING

Think about your primary stakeholders, as well as the people in their networks. We have made a few suggestions to get you started.





ACTIVITY 8: ENGAGEMENT PLAN

STAKEHOLDER	WHAT DO WE WANT THEM TO DO?	HOW TO REACH: MOBILISATION AND IDEAS

ACTIVITY 9: COMMUNICATIONS PLAN

Now you know who you are talking to, let's work out how to talk to them. Make sure you are efficient and effective by thinking through your goals, audience, and where to reach them. The first question you should ask yourself is 'why specifically do you need to connect with this group?' Are you hoping to attract more people to an event or spread the word about your project? Being able to answer your 'why' will help you develop an effective communications plan.

WHAT IS YOUR PROJECT'S "WHY"?

TARGET AUDIENCE	MESSAGE	PLATFORM (SOCIAL MEDIA, LOCAL PAPER, LETTERBOX DROP)	TASK (TIMING, FILES NEEDED)

ACTIVITY 10: COMMUNITY SURVEY

It is important to ask the right questions when engaging with the community and discussing your project idea.

Before writing your questions, think about what you want to get out of discussing with the community? Remember, as local residents, place users and stakeholders, they are the experts of your new project site.

You may like to use an app or online tool to such as SurveyMonkey or TypeForm to collate your responses. Or you can go old-school and use paper and a clipboard, whichever you prefer.

Here are some suggested questions that would be great to ask the community:

1. Which of these best describe your connection to [location]?
 - > New resident (lived here less than 2 years)
 - > Longer term resident (2+ years)
 - > Visitor from neighbouring suburb
 - > Temporary visitor
2. On a scale of 1-5 how much do you agree with the following:
 - > Our community is welcoming.
 - > I know a lot of people in my community.
 - > I feel safe in this area.
 - > I am likely to spend extended periods of time here.
 - > I am proud of my neighbourhood.
 - > I feel involved and connected with my community.
3. Are you involved in any community groups or projects? If yes, please describe.
 - > Yes/No

Add any additional questions that are relevant to your project idea.



STEP 4: GETTING READY TO GO

YOU ARE ALMOST READY TO GO, TIME FOR THE FINISHING TOUCHES.

SITE PLAN

A site plan is a birds-eye view of the location, mapping all of the key items and activities. Whether you are hosting a one-day event or one-month activation it is important to have a plan for what you will be doing on the site. Site plans are an excellent way to get organised and communicate your ideas to both your team and the wider community.

You don't need to be an architect or project manager to put together a site plan, Activity 11 will walk you through putting together a site plan step-by-step. The key thing to focus on is keeping it to scale as much as possible, so make sure you have the measurements of each of the items you will be installing.

MANAGING RISK & INSURANCE

Risk management is a primary consideration for any type of project in a public space, especially for councils. A key role for council during this stage is to provide guidance on the best possible outcomes that will meet regulation requirements.

During this stage you should aim to:

- > Present a proposed project plan and site plan to council (risk team) for feedback and recommendations. The more detailed the better.
- > Identify timelines for next planning check-in with council, which will further detail the project and site plans, including if infrastructure changes have been proposed.
- > Explore possible 'work around' solutions for council with your community group if aspects of your project are deemed to be non-compliant with risk concerns. Asking "what is possible?" can shift mindsets from an initial "no" to a "yes".
- > Understand permit requirements and map out timelines for approval
- > Communicate with council about expectations around maintenance and removal (e.g. temporary installations, watering plants, seating, etc.)

Activity 12, 'Risk Assessment & Matrix', will provide you with a template for assessing and planning for risk.

PROJECT PLAN & APPROVAL

As each stage has progressed, you have been further developing your project plan. To support your plan, council's role is to ensure this planning is well documented and communicated to the right people internally to ensure a smooth delivery. The more detailed the plan, the less surprises there will be during delivery for both you and council.

LAUNCH

In your project plan you will need to include details of how you will "launch" your project. This is an important milestone, not only for team morale and to celebrate your hard work, but also to mark the start of the activation.

You may also need to consider the following:

- > Additional volunteers to assist with set up/pack down and site supervision
- > Signage and visual materials required to identify the project and its purpose
- > Positive media and publicity to promote the site (refer to your stakeholder mapping and engagement plan outlined in step 3)
- > An ongoing calendar outlining the program of events (where applicable) during the project activation
- > Details of the project close out (including key dates/time) and pack up.

TEST IT OUT

Now is the time to prototype, test and iterate your project idea on a smaller scale, prior to rolling out your project in full.

For example, the Strathmore team from Round 2 of The Neighbourhood Project were implementing a pop-up park on a street verge in their neighbourhood. To test community interest they left a potplant and watering can with a sign that said 'Water me'. If the plant survived the warm days, then someone was watering it and thus the conclusion was drawn that there was interest for this project on a larger scale.

Any feedback that you gain from this process will inform your next step when you complete your project plan and begin to install and activate your project.

MEASURING YOUR PROJECT'S IMPACT

A crucial step in delivering your project is being able to measure the impact it has had on the wider community.

Project leaders should consider what will indicate the project's achievements, based on the project vision. The legacy of the project will rely on your ability to tell a compelling story about what was achieved. This will help with communication about the project and future funding applications.

The best indicators are ones that audiences can see, relate to and understand. Some helpful evaluation tools include:

- > Before and after photos of the activation site or, if a GoPro is available, footage of the installation process
- > Follow up site audit measuring how many additional people use the site, change in how the site is used by people and increase in diversity of users (Revisit Activity 3, 'Place Analysis').
- > Crowd counters for events
- > Short surveys/feedback forms with site users (maximum 5 questions) for site users that measure the experience and perception of the site and how it may have changed. Even better is if you have obtained baseline responses to the same questions prior to your intervention (For example, revisit Activity 10, 'Community Survey').
- > Use your smart phone to shoot interviews throughout the launch event. Why did they attend? What have they noticed or loved about the day? Make sure to get different voices from different types of place users, including the volunteer team. If you plan to put the video online or show it publically, then ask the local members to sign a release form.

CHECKLIST

COMPLETED

DATE

- | | | |
|--|--------------------------|-------|
| 1. Activity 11: Site Plan | <input type="checkbox"/> | |
| 2. Activity 12: Risk Assessment & Matrix | <input type="checkbox"/> | |
| 3. Insurance plan has been confirmed for non-incorporated groups. | <input type="checkbox"/> | |
| 4. Activity 13: Council check-in/sign off. It is important to go through your project plan with council and have it signed off. Attached is a draft agenda of items you should go through. Feel free to add in any additional items. | <input type="checkbox"/> | |
| 5. Test it out! | <input type="checkbox"/> | |
| 6. At least two indicators are included to measure the impact of the project (refer to your project's vision and intended outcomes when developing your questions). | <input type="checkbox"/> | |
| 7. The launch date is decided. | <input type="checkbox"/> | |
| 8. Volunteers arranged (make sure you include a good photographer who can capture the event!) | <input type="checkbox"/> | |
| 9. Invitations sent to key stakeholders and publicity for the launch event distributed. Media informed (optional). | <input type="checkbox"/> | |



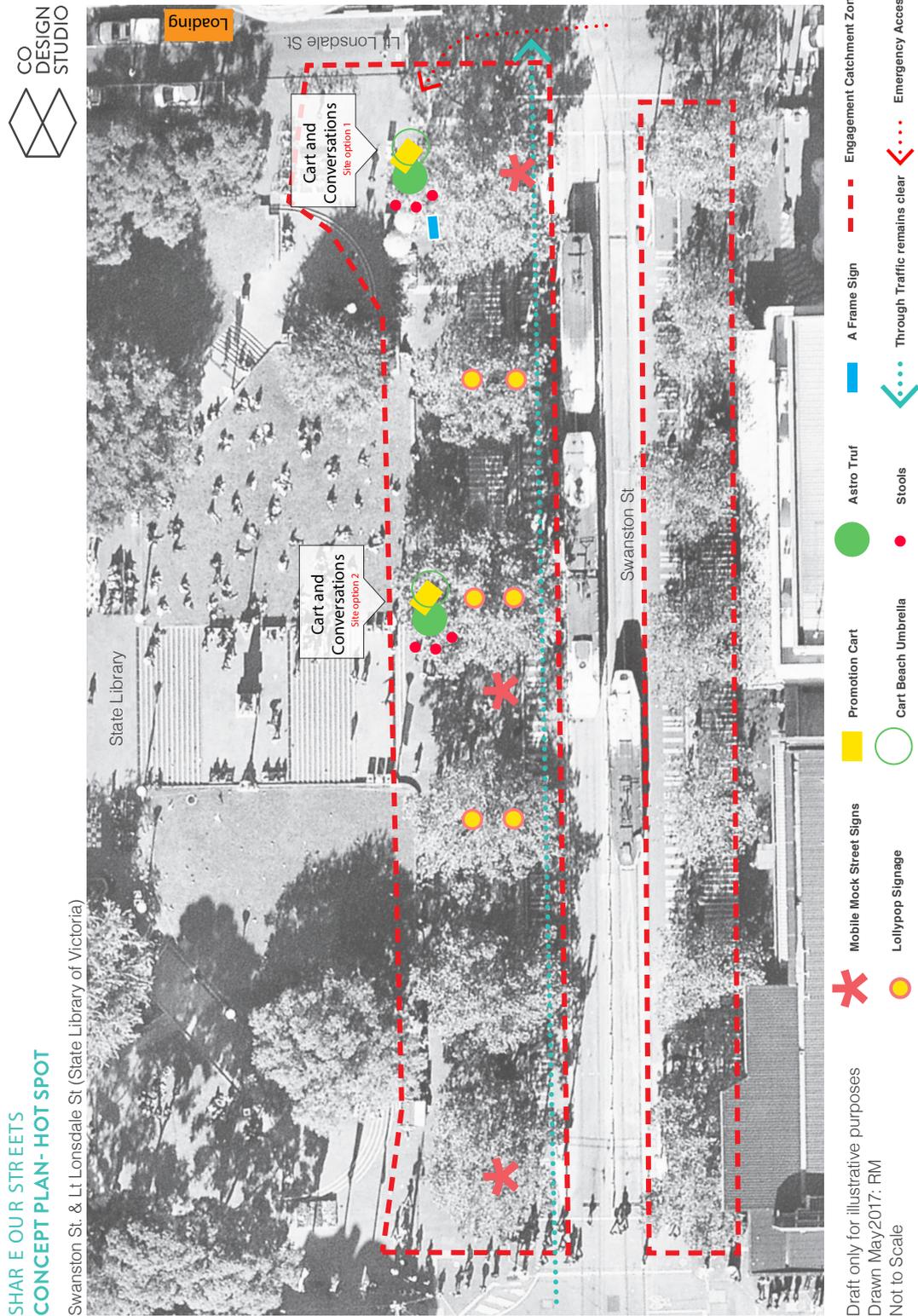
ACTIVITY 11: SITE PLAN

Looking at the potential risks first, will highlight the opportunities and threats to your project, and make the assets of your space become clear. Sketch a site plan to determine how you can best use the space. Here are some tips, tricks and things to consider when drafting a site plan:

- > There is no wrong or right way as long as the assets and activities are clear.
- > Use Google Maps to print out an aerial image and draw over the top with tracing paper or use computer programs like Word, Paint or Adobe Illustrator.
- > Think about the entry and exit, places to sit, walk through, shade, light, colour, open space for gatherings, smaller spaces for private conversations.
- > Look at places you have enjoyed and that inspire you to give you ideas on how to make the space work best for your intervention, users and community.

SITE PLAN EXAMPLE

Site plans can be as detailed or as complex as you wish to make them. Just remember, the purpose of the plan is to map your ideas, and easily convey them to others. There is no need to be too detailed, or finalised in the first instance, you add, adapt and refine the plan as you go.



YOUR SITE PLAN

PROJECT TITLE:

ADDRESS:

DATE:

PREPARED BY:

LEGEND:

DRAW/SKETCH HERE:

ACTIVITY 12: RISK ASSESSMENT & MATRIX

USING THE RISK MATRIX

The Risk Matrix assists in understanding the various levels of risk that may arise throughout the course of the place activation.

		HOW PROBABLE?		
		Likely	Possible	Unlikely
HOW SIGNIFICANT IS THE IMPACT?	Significant	VERY HIGH	HIGH	MED
	Moderate	MED	MED	MED
	Minor	MED	LOW	LOW

DEFINE YOUR TERMS

Possible definitions include:

Significant:

Serious personal, financial or environmental risk that would prevent the project continuing. An impact to the project's reputation or ability to continue. A financial cost that is not budgeted.

Eg: Equipment is stolen or vandalised, pedestrians injured by traffic crossing a busy road unassisted.

Moderate:

Impacts the ability to meet project objectives, project cannot be delivered on time or on budget, causing permanent or lasting damage or degradation, a risk to personal safety.

Eg: Relevant service providers are not aware that the project is taking place, construction of temporary structure damaging existing infrastructure.

Minor:

Project may still proceed on time and on budget. No permanent impact to the environment or stakeholder relationships.

Eg: Bad weather impacting attendance at activation events.

Likely: 67 - 100%

Possible: 34 - 66%

Unlikely: 1 - 33%

CONSIDER YOUR RISKS BY THEME

Brainstorming your project risks is a useful group exercise. This conversation is easily guided by themes.

Agreeing on your themes is the first step in undertaking your risk assessment. Considering your project's unique objectives ensures your risk assessment is comprehensive and relevant. Start with a discussion about the ideal outcome for each theme, then brainstorm the risks as a group.

Suggested themes:

Physical Improvements (During operation):

How durable are the materials? What maintenance is required? How is equipment being managed?

Physical Improvements (During assembly):

How is it constructed? Who participates? What specialty skills are required? Is there a site induction process?

Project Communications:

What do we want people to know about the project?

Project Reputation:

How do we want the project perceived by the community? Who are the project advocates?

Participant Inclusion and Safety:

Who is our target audience? How are we reaching them?

Project Timeline and Budget:

What is the critical path for project delivery? Is there a contingency budget? What assumptions have been made?

ACTIVITY 13: DRAFT AGENDA

DATE:

LOCATION:

ATTENDEES:

ITEMS TO GO THROUGH

1. Stakeholder mapping
2. Community engagement plan
3. Risk matrix
4. Insurance plan
5. Permit requirements
6. Test it out plan
7. Council's role in implementation

ADDITIONAL ITEMS

COUNCIL SIGN-OFF

NAME:

POSITION:

SIGNATURE:

DATE:



STEP 5: LET'S GO!

WATCH YOUR PROJECT COME TO LIFE!

Once you have gained local support, harnessed energy from the community and prototyped your project idea, it's time to roll up the sleeves and get started!

Community-led placemaking is about testing ideas, gaining community interest and support while building on your insights.

ON THE DAY

- > Create a run-sheet showing the key tasks and activities from set up, to pack down, what time they need to happen, who is responsible and any key notes or information.
- > Team briefing- ensure everyone is clear on their roles and responsibilities.

Remember to capture as much on-the-day data as possible. Some examples include:

- > Surveys
- > Voting jars
- > Pedestrian/attendee counts
- > Noting down conversations

Also remember to capture the story of the day using photographs and videos, always with participants permission of course!

CHECKLIST

COMPLETED

DATE

1. Run-sheet for the day

.....

2. Photography/videography permission form

.....

STEP 6: EVALUATION & FUTURE PLANNING

IDENTIFY LESSONS LEARNT AND BUILD SOLUTIONS FOR THE FUTURE

Now that you have tested out your project and gathered some data for your evaluation, it's time to consider how you can use the feedback and experience to tell a story and plan for the future.

This may include applying for further funding, using the outcomes to promote future opportunities or exploring partnerships.

WHAT DID WE LEARN?

Never walk away from a project without exploring the lessons learnt! Breaking the learnings down into an outcome evaluation ("what did we achieve?") and process evaluation ("how well did we do it?") is a great way to start.

Getting all the leaders together afterwards you can answer the following as a team:

- > What was the impact?
- > Did we achieve our vision - why or why not?
- > What worked well?
- > Where did we get stuck?
- > How could we make it easier next time?

SCALE FOR IMPACT

A small-scale project is a powerful tool for kickstarting change in your community. Make a plan for scaling while the ideas are fresh.

Your first project will have:

- > gauged community interest in projects like this
- > uncovered new or greater needs in the community to address
- > established a relationship with council
- > mobilised the community and unlocked latent social capital
- > tested the project idea and any assumptions about the People, Process & Place

Consider how the project could be 'scaled-up' in future developments or a second iteration which have greater impact through:

- > more permanent installation
- > greater number of sites
- > greater number of visitors, include more types of visitors
- > expanded range of activities and programming

TELLING THE STORY OF YOUR PROJECT

Throughout the project you should have collected some data to measure the impact of your project. In telling the story, questions to consider include:

- > Why the project was needed?
- > How your project responded to the need
- > What did your project achieve?

Use the data from the indicators you measured to give evidence of what was achieved through the project.

These are some tips for sharing your project's story:

- > Make it visual with lots of pictures (or other visual media, such as short videos)
- > Use data to explain the change in use (e.g. "before this project the area was unsafe and underutilised- now over fifty people per day walk through the site")
- > Use quotes and comments from community members who attended or used your project to illustrate how your project has impacted the community (e.g. "I hadn't even met my neighbours until today at this event").
- > For inspiration for how you can share the impact of your project, download the *Outcomes & Impact of The Neighbourhood Project*.

CHECKLIST

COMPLETED

DATE

1. Meet with and/or present your findings to council to explore lessons learnt and answer the outcome and process evaluation questions.
2. Activity 14: Complete the 'Project Reflection' worksheet, which will outline yours and councils' next three steps to move the project forward.
3. Promote the project outcomes in your neighbourhood and beyond to encourage more community-led placemaking.
4. Identify existing and future opportunities in your community and with council to embed the learnings and trial more community-led projects.
5. Tell CoDesign Studio about the project and what you achieved. We would love to hear your story and celebrate your success of having a go!

ACTIVITY 14: PROJECT REFLECTION

WHAT WAS THE IMPACT?

DID WE ACHIEVE OUR VISION- WHY OR WHY NOT?

WHAT WORKED WELL?

WHERE DID WE GET STUCK?

HOW COULD WE MAKE IT EASIER NEXT TIME?

NEXT 3 STEPS

What are the next 3 steps your group could do to plan the next phase of your project?

1.

2.

3.

BIG OPPORTUNITIES

Are there any opportunities coming up you can take advantage of to implement your next steps?

WHAT'S NEXT?

Now that you have been involved in a community-led project where you can clearly articulate the vision, process and outcomes. You can use these and your other learnings to develop other ideas or projects that you may like to be involved with.

Here are some tips for embedding the learnings for long term change:

- > You could ask to present the project process and outcomes back to council, including key learnings and the experience of working with council.
- > Identify funding opportunities that you could pursue, or that you can partner with other groups to pursue; this may build on your recently-completed project.
- > Spread the word! Seek opportunities to share your project, outcomes and what you learnt with other community leaders who are also keen to develop their placemaking ideas.

If you are looking for more project inspiration check-out CoDesign Studio's ideation tool at www.ideate.codesignstudio.com.au





SECTION 3

A PRACTICAL GUIDE FOR COUNCIL

KEY PRINCIPLES

READY TO GO?

Before setting out on a community-led placemaking journey, reflect on your organisation's readiness to genuinely support the process.

This includes an honest assessment of the level of support within your team, department and organisation for trying a new way and appetite for change. Consider the prevalent attitudes towards process, practice and culture change as well as the awareness level that people have regarding how the organisation responds to change as a whole.

Take the time to get support and buy-in across your organisation and from senior levels. This will equip you to tackle some of the challenges that arise when supporting community implementation. Unlike the process for community leaders which involves pitching and delivering community placemaking projects, much of the work for councils will need to be undertaken prior to project delivery, in order to create an enabling environment that is ready to engage with, and empower local leaders.

SAFE-TO-FAIL ENVIRONMENT

The most important success factor of all is the willingness to learn – for yourself, your team, and for your organisation.

Trying something new, especially in a large organisation, can be hard. You will likely try things that won't always work. Make sure your managers and colleagues understand that this is an important part of the process of learning and growing.

While change can be difficult and slow at times - some aspects may take several years to embed - seeing the community outcomes and quick wins along the way makes it worthwhile and makes system change worth the wait.

SMALL STEPS TO START NOW

Some of the things in this guide can be started today:

- > Alignment: Examine your council plan and strategies. Is community-led placemaking mentioned in any of your council strategies? How can community-led placemaking play a role in existing or proposed plans?
- > Interest: Print off this document and *Neighbourhoods Made by Neighbours: A Guide to Community-led Placemaking* to discuss at your next meeting.
- > Community demand: Talk to your council's front-line teams. There may be interest out there in the community already.

BIG STEPS TO PLAN AHEAD FOR

Other aspects of this guide may involve playing a longer game to embed change:

- > Identify which council processes have been problematic and often lead to saying "no" to community groups, or which processes could be more streamlined.
- > Which project, plans and strategies are in development or review that could incorporate community-led placemaking?
- > How could you work with other councils to share your knowledge and work together on new tools and policy?
- > What services and training are available to help embed change at a policy, framework, strategy and action plan level?



COUNCIL PROCESS

SUPPORTING COMMUNITY-LED PLACEMAKING

6-STEP PROCESS FOR COUNCIL

COUNCIL PROCESS*



COMMUNITY PROCESS*



**Processes to be undertaken concurrently to maximise effectiveness.*

SECTION CONTENTS

1. LAYING THE FOUNDATIONS

- > THE ENABLING ENVIRONMENT
- > CROSS-COUNCIL COLLABORATION AND GETTING TO “YES”
- > PROCESS MAPPING

2. READY FOR ACTION

- > SETTING EXPECTATIONS
- > ENGAGING THE COMMUNITY
- > COMMUNICATIONS PLAN
- > SELECTION CRITERIA FOR PROJECT APPROVAL
- > GENERATING COMMUNITY-LED PLACEMAKING PROJECT IDEAS

3. CREATE A SUPPORTIVE ENVIRONMENT

- > ROLES & RESPONSIBILITIES
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- > SITE SELECTION
- > DESIGN CONSIDERATIONS
- > GOVERNANCE
- > INSURANCE & RISK
- > FINANCE

4. PROJECT INSTALLATION & ACTIVATION

- > INSTALLATION & ACTIVATION CHECKLIST

5. EVALUATION

- > LESSONS LEARNED

6. EMBEDDING CHANGE

STEP 1: LAYING THE FOUNDATIONS

PRE-PLANNING AND PREPARATION IS KEY FOR SUPPORTING COMMUNITY-LED PLACEMAKING IN YOUR COMMUNITY

It is important to get your 'house in order' and prepare internal processes prior to engaging the community in placemaking. Creating an enabling environment that supports community-led approaches is crucial; the work undertaken at this stage is an important first step.

THE ENABLING ENVIRONMENT

Knowing what the placemaking journey looks like from the community's perspective will help you support community groups through the process. You should begin to consider:

- > How easy (or difficult) is this process for a community member to navigate?
- > How easy (or difficult) is this process for a council staff member to navigate?
- > How would community leaders go about approaching council for support?
- > Where would council staff go if they were interested in community-led placemaking or were approached by community members wanting to deliver a project?
- > How would community leaders know what is required and what is available (from council or others) to get the best outcome?

CROSS-COUNCIL COLLABORATION & GETTING TO "YES"

In order to be successful and embed community-led placemaking, understanding and support from across council is required. Consider the different council teams that will be involved in supporting community-led placemaking projects. Once you know who may be involved, consider how you will engage these teams and key people?

It may be helpful to think about who in council is already supportive of or interested in implementing this approach. A working group of key contacts from key departments within council can begin to map out this process for council, build momentum and support, while fostering cross-council collaboration.

Community members often hit roadblocks because their proposals don't fit into standard council operations. Faced with a grey area, councils may be risk-averse and be inclined to say "no" because a project doesn't fit into an existing permit or procedure. Community members can also be sent in circles – for example, a community-led proposal may not sit within a particular staff member's scope or may not clearly fall under an existing permit, meaning they can unintentionally be handballed from person to person, department to department.

Having support from across council and communicating with permit and compliance teams from the start can help. When these teams know more about a community-led placemaking project's aims they are more likely to investigate whether they can say "yes".

What options can you explore to turn that grey area from a "no" into a potential "yes"?

Departments to consider

- > Community development
- > Planning and urban design
- > Open space
- > Events
- > Risk and insurance
- > Libraries
- > Arts
- > Sustainability
- > Youth services
- > Economic development
- > Transport and traffic
- > Horticulture
- > Recreation
- > Operations

PROCESS MAPPING

Council process is necessarily intricate, to account for the high-level of responsibility and diverse domains of accountability that councils hold and deliver across many different and important functions. This can mean that there are complexities which inhibit both council workers and community members from feeling empowered.

The secret to a sustainable community-led project system is, identifying the steps, permits, and processes necessary and then learning from projects to try and smooth and refine the complexities of this process. To bring a community-led project to life is eye-opening, even a quick brainstorm with your cross-council group can identify pinch points, and time holes that can derail both local leaders and the staff who try to support them.

By mapping the steps involved, these barriers, unknowns or dead ends can be identified and resolved, not just for the current project but for other initiatives in the future.

CHECKLIST

COMPLETED

DATE

Before you start engaging the community it is a good idea to have completed the following first:

1. Identify who your key internal contacts in council will be; this will be useful when community leaders are looking to troubleshoot any issues along the way.
2. Process mapping exercise. Map the permissions framework and timelines from start to finish for different types of placemaking projects (e.g. pop-up parks, street parties, verge gardening, murals/art work). Use this as a guide to support communities through the process.
3. It may be helpful to identify a “traffic light system”; this system can be used to identify the types of projects that have simple ready-made processes and require minimal permissions, through to projects that require complex planning and long delivery times.
4. Explore what would be required in establishing a platform for community members to submit their ideas and ensure this is shared with the wider community. You will need to make it clear to community members if there are any stipulations or criteria the projects need to meet, (for example projects must be on council land and must temporary/removable) or opportunities that currently exist for supporting placemaking projects, (for example existing community grants or resources to support project implementation).

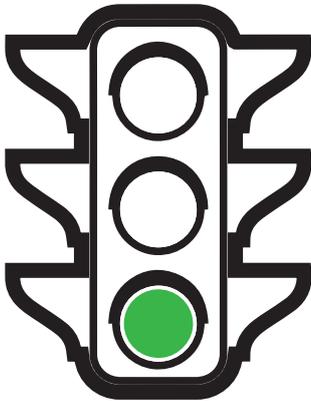
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ACTIVITY 1: TRAFFIC LIGHT ASSESSMENT

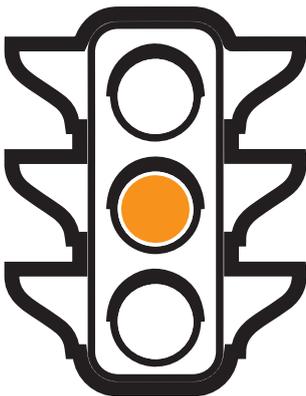


GREEN - SHORT TERM

- > Can deliver with just a few people
- > May not need insurance
- > Limited support required from Council
- > Low risk management
- > Existing processes
- > No permit required or 4 week or less permit turn around

TYPES OF PROJECTS:

- > Murals
- > Local street parties
- > Verge gardens
- > Pop-up cinemas

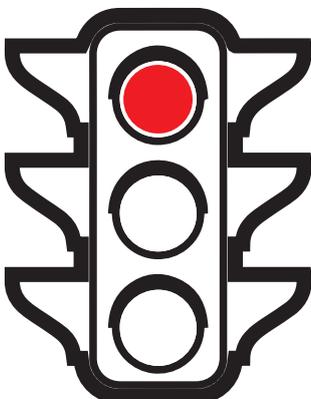


ORANGE - MEDIUM TERM

- > Needs a project team to support
- > Will require insurance
- > Will require some council input in planning
- > Unclear permissions etc
- > Several permits required
- > Needs more than 4 weeks submission permissions

TYPES OF PROJECTS:

- > Pop-up parks
- > Weekend festivals
- > Community gardens



RED - LONG TERM

- > Needs incorporated group and insurance
- > Ongoing maintenance plan
- > Some high risks
- > Unknown/complex permissions eg. land ownership, commercial interests
- > 6+ month planning with council involvement

TYPES OF PROJECTS:

- > Permanent road closure
- > Playgrounds

STEP 2: READY FOR ACTION

SO YOU'RE READY TO SUPPORT A COMMUNITY-LED PLACEMAKING PROJECT... IF ONLY YOU KNEW WHERE TO FIND ONE.

SETTING EXPECTATIONS

A reminder: prior to engaging directly with the community, make sure you have a good idea of what you can and cannot realistically offer the community.

Consider the following:

- > How much time can council realistically offer to support placemaking projects?
- > Who will be the first contact at council that community member should speak to?
- > Who will be their day-to-day contact?
- > What resources and support from council is available?
- > What site or project proposal limitations exist? (for example, perhaps everything needs to be removed at the end of the project or maybe community groups require a certain permit when working on council land.)
- > Recommend that community leaders identify multiple sites when developing their project idea, in case there are permission issues.
- > Council timelines for permissions and review periods.
- > Project completion and expectations at the conclusion.

ENGAGING THE COMMUNITY

Now that you have your organisation on board, with a group of key people engaged in this new approach, you are ready to involve community members. A good place to start when thinking about how to engage with community members is to consider what groups or ideas are already out there. Perhaps you have been approached, or know of a group with a placemaking idea. If not, then it is time to put the call out for ideas, assess them diligently, and select a group to get started with.

Creating a platform is one way community members can be made aware of placemaking opportunities, and that their council is supportive of such initiatives. This will also enable the community to share their ideas both with you and others in the community.

It is important to provide some incentive to encourage participation and show you value input from the community. You can try the following:

- > Expression of Interest ideas competitions
- > A placemaking grants program
- > Site specific competitions
- > Local trader incentives
- > Reach out to existing connections and groups for them to share with their networks

COMMUNICATIONS PLAN

Part of an enabling environment is accessibility. Consistent messaging from the outset is critical so that community leaders are clear on expectations and the availability of resources from council. This is important if you are time poor as it can help to prevent your inbox from overflowing with follow-up emails.

You may like to consider the following when casting a net for community-led placemaking project ideas to support:

- > Many communities with great ideas never approach council in the first place, so meet people where they are – whether that's a parents' group, a neighbourhood Facebook page, or regional gardening clubs.
- > Ensure internal and external communications convey that this is not a council program, but an opportunity for communities to lead the way themselves.
- > Select one person to be the primary point of contact for community members to help them navigate council's requirements and opportunities.

SELECTION CRITERIA FOR PROJECT APPROVAL

It is important to establish criteria for how you will evaluate and select community-led placemaking projects to support. We suggest the following factors in seeking out or selecting projects that are ready to go:

- > Is there a clearly stated need for the project in the community? If so, what is the evidence for this? (you may also speak to others in your organisation to get a sense of need for the project).
- > Has the group discussed their idea with others in their neighbourhood? What was the response?
- > Do they have support from other groups or businesses in the area? Are the project's aims already being addressed elsewhere or by another project/group?
- > Are there enough people involved to avoid burnout?
- > Is the scope of the project right for the group's resources? Could it be scaled back if needed?
- > Are they willing to get others involved and take on feedback, including potentially changing their ideas? Pet projects and closed groups tend to be less sustainable and less able to build social connection.

If the group isn't quite on track, provide them with feedback to guide the development of their idea before trying again. If the group is less than three people, recommend they get more support from their community before starting. You can help by connecting the group members with other individuals, groups or community organisations in the area with a similar mission, vision or values.

Don't be disheartened if the first round of applications don't seem to be quite up to standard. Some of the best projects have come from council and project leaders working together to refine a project vision that is workable and ready-to-go.

SUGGESTIONS FOR GENERATING COMMUNITY-LED PROJECT IDEAS

OPTION 1: GO WHERE THE ENERGY IS

A key tip for supporting community-led placemaking is to find out where the community is already mobilising around an idea or project.

You may find projects by keeping your ear to the ground at council, or talking directly to urban planning, recreation or events teams about groups they are hearing from. Another approach is to invite locals with ideas to submit an EOI for support. Select one as a trial, so you can test your new enabling environment at a small scale.

Do not be scared to run your own pilot project internally at council to test the systems and processes. This may be helpful for creating precedence for interest community groups.

OPTION 2: PICK A NEIGHBOURHOOD

Adopt a targeted approach. Identify a particularly community need, or a particular site, and ask for project ideas. For example, an underutilised piece of land, or a neighbourhood in need of better social ties. Hold an ideas competition. The most popular ideas get support. This is also a useful exercise for fostering community buy-in at an early stage.

OPTION 3: COMMUNITY GRANTS

You will likely already have access to active communities with ideas via council's community grants program. Consider introducing a new stream specifically for community-led placemaking projects.

CHECKLIST

COMPLETED

DATE

- | | | |
|---|--------------------------|-------|
| 1. Communications plan has been completed. | <input type="checkbox"/> | |
| 2. If a community member calls tomorrow, is there a protocol implemented directing them to the correct person in council? | <input type="checkbox"/> | |
| 3. Test out your selection criteria or system. | <input type="checkbox"/> | |
| 4. Selected one of the three options for generating community interest and test it out. | <input type="checkbox"/> | |



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STEP 3: CREATE A SUPPORTIVE ENVIRONMENT

TIME FOR THE COMMUNITY TO GET STARTED.

Community leaders will be motivated and often happy to move forward without further direction from Council, however there are some things Council should be prepared for.

ROLES & RESPONSIBILITIES

It is helpful to be clear about who is doing what, right from the start. This will ensure accountability while not raising expectations above and beyond the council's stated responsibility or commitment.

An important reminder when thinking about roles and responsibilities is the fundamental community-led nature of this process.

The community leader's responsibilities include:

- > Developing a project plan and delivery
- > Engaging community and generating project interest
- > Managing internal community group governance
- > Risk management and permit applications

While the council's responsibilities include:

- > Providing clear and accessible information to community about leading projects in their neighbourhood
- > Connecting community members with existing groups and organisations that can support their desired project outcomes
- > Provide council resources and services that can support the desired project outcomes
- > Provide information and guidance on funding opportunities including council grants they may be eligible for
- > Provide in-kind advice and guidance on project planning, safety management and delivery
- > Advocate for community needs internally and review council processes to create a more enabling environment
- > Promote project outcomes both internally and externally to increase awareness of community-led project delivered

ONGOING CHECK-INS

As community groups work through the key steps to developing, delivering and evaluating their respective projects, there are some important areas where council can provide support or simply ask the right questions.

These considerations are important to raise, remembering many of the community leaders engaged in this process will have limited or no previous experience or knowledge of council expectations for risk management considerations, governance of a community group and funding requirements.

Ongoing discussions can support not only the delivery and sustainability of the project, but also the community groups themselves. In Section 2, Step 4, community groups are provided with a draft agenda for communicating with council.

Ensure you are familiar with this worksheet to ensure you are addressing all of the suggestions and can support community groups while also keeping them accountable for responsible project development and planning.

SITE SELECTION

Choosing the right location for a project is very important. Encourage communities to select several options to reduce disappointment in the event if one site is unsuitable. Factors to consider include:

- > Pedestrian and vehicle access, including ability to deliver required materials
- > On site amenities such as water, electricity, shelter and toilets located in close proximity
- > How people want to or may use the space; is it safe, sheltered or suitable for what the community wants to do here?

Property/land ownership and impact on neighbours is another key consideration. Even if permission to use the site is not required it is a good idea to keep owners, leaseholders or neighbours informed and supportive. Depending on the land ownership, you can assist your community leaders to explore the following:

- > Council land: find out what the site plans are, and whether it is suitable for short-term or long term-use
- > Crown or state-owned land: find out what the land owner requirements are to use the site
- > Private land: make sure the group can provide evidence that the land owner has given permission to use the land for the purpose of the project, and it is suitable for use (e.g. not using contaminated land for edible gardening). It is important to have this agreement in writing.

You can also encourage community groups to go to the site and record some observations of their site and speak to people that may already be using the site or nearby. This can help further reveal any opportunities and issues related to the site.

Be clear about whether their site is acceptable with some restrictions or modifications, or if it is a hard “no” (e.g. due to contamination). Explain why, suggest other options, or help them tackle the restrictions in order to get to “yes” when appropriate.

Community groups may also require assistance in understanding permits that will be required for project implementation. Make sure they are aware of these early to allow for sufficient preparation time.

DESIGN CONSIDERATIONS

Councils are often concerned about the design and build quality of community-led projects. These are DIY projects and it is okay for them to look that way, as long as it is clear to the broader community that this is not a council project. If the aesthetic quality of a project is low, but the social outcomes are high, it's worth giving it a pass.

Moreover, DIY and temporary installations are an effective way of trialling and prototyping bigger ideas, which can provide evidence for investment in professionally designed projects down the line.

As for risk assessment, the most important consideration is the duration of a project. If the community is planning a short prototype - perhaps a one-day event or a week-long pop up - the build quality can be pretty DIY. Longer-term builds cross a threshold that requires them to comply with legal standards, which can raise costs considerably.

Ensure assistance and guidance is provided at this stage of project preparation.

GOVERNANCE

Community groups are responsible for setting up regular meetings and managing their own governance structures, however council can ensure they understand what their responsibilities are.

Whether a group is incorporated or not will impact how they deliver a project. Incorporated groups are considered a legal entity and can therefore purchase organisational insurance, set up business accounts with secure access and apply for grants independently. Incorporated groups are required to pay registration fees and have a formal governance structure.

If a group is not incorporated and wishes to remain informal they may need to take additional steps in order to ensure they are operating safely and with integrity. This means mitigating individual responsibilities as much as possible.

Steps to do this include:

- > Locating an auspice to support them with accessing public liability insurance
- > Setting up a secure financial management system
- > Establishing roles and responsibilities and authorising members to access finances and make decisions on behalf of the group

Aside from governance considerations, the most important things all groups must establish, and be clear on prior to project delivery, is defining the project vision and scope. Community groups may require some assistance in facilitating this discussion, council or other community groups may be able to assist. It is important to be upfront with community groups if you don't believe their project vision or scope is achievable, explain why, and then keep the channels of communication open for a revised or alternative project vision to be presented.

INSURANCE & RISK

It is important to work with the community in identifying and addressing risk to ensure they understand the overall practice and required solutions.

Council is able to provide support and advice to community on requirements such as insurance and permits. It is important to ensure that the internal focus on these factors does not impede progress for the community group. Incorporated community groups may have insurance coverage for small scale events, but this may not include open space activations or events with larger numbers. Councils often have the ability to extend their insurance to cover such activities and there may be the expectation from community groups that this will be provided. A discussion regarding options and expectations is advisable to clarify where the council may be able to assist.

FINANCE

How groups manage their finances can depend on their legal status. If they are an incorporated group, they will likely have an existing bank account. If the group is a newly established incorporated group, members will need to set up a business account. Most major banks have an option for community organisations and not-for-profits with minimal fees involved.

Non-incorporated groups will need to consider how they wish to set up a secure financial management system. It is important that groups mitigate the risk of individual members being able to access and transfer money without due process. Options for this include:

- > Set up a two-to-sign personal bank account with authorised access
- > Purchase a 'load-and-go' prepaid Visa card and transfer money as required
- > Engage an auspice who can manage the account and members get reimbursed for purchases

CHECKLIST

1. Discussion with community regarding councils' roles and responsibilities for the project.
2. Completed community check-in 1. Refer to Activity 13 in Section 2 of the community guide for the draft agenda.
3. Site has been selected and approved.
4. Design considerations discussed internally at council and community with the community group.
5. Insurance and risk discussions have been held internally at council.
6. Completed community check-in 2. Refer to Activity 13 in Section 2 of the community guide for the draft agenda.

COMPLETED

DATE

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STEP 4: PROJECT INSTALLATION & ACTIVATION

A CHECKLIST TO ASSIST COUNCIL STAFF TO SUPPORT COMMUNITY-LED PROJECTS AT THE INSTALLATION & ACTIVATION STAGES.

A key part of council's role in supporting community-led projects is ensuring they meet standards for public safety, and ensuring these requirements can be met in a way that does not derail a community project.

Whenever possible, support your community and their projects by sending a representative to any working bees, community celebrations or 'launch' events. You could remind community leaders when meeting to inform you of upcoming key dates, preferably at least a week in advance, so you can inform Councillors and notify Council Officers. Details such as these should be included in their project plan, so the necessary permits or other requirements are in place well prior to implementation.

INSTALLATION & ACTIVATION CHECKLIST

At this time, it is good to remember that placemaking, by its very nature, should be community-led. Those not familiar with the project should know that it is being driven by the community and not the council.

These recommendations are based on feedback from participants in The Neighbourhood Project and other placemaking projects supported by CoDesign Studio.

USING THIS CHECKLIST

The following checklist is designed to help any council officer to navigate the process of risk management for community-led projects, regardless of their level of knowledge of permits and requirements.

Aim:

- > Provide council staff with a checklist for risk management requirements for a range of different community-led project types
- > Provide council staff with recommendations for how to support community leaders in this process
- > Help council map their current requirements and processes for different community-led project types, and review whether this creates an enabling environment for community leadership

Risk assessment processes vary between councils, so the following checklists are intended as a general guide only. Some of the items listed may fall outside of council's jurisdiction. If they are the responsibility of the community group it is important to communicate this with project leaders.

INSTALLATION & ACTIVATION CHECKLIST

This checklist is a guide-only based on real-life projects run by CoDesign Studio. Add any requirements to this list that are specific to your council's responsibilities, process, and jurisdiction.

WHAT INSURANCE IS REQUIRED?	WHAT PERMITS ARE REQUIRED?	RISK MANAGEMENT
<ul style="list-style-type: none"> > Public and Product Liability Insurance > Personal Accident Insurance (Volunteer Insurance) > Market Stall Insurance (markets only) 	<ul style="list-style-type: none"> > Event permit (local council) > Street trader registration > Food safety > Approval consistent with land owner requirements (crown/road/ rail reserve) > POPE (Place of Public Entertainment Permit) > Signage permit 	<ul style="list-style-type: none"> > Traffic & Parking management > Emergency plans & support > Securing temporary infrastructure > Site safety plan > Noise restrictions > Service of alcohol > Volunteer Management (induction, supervision, sign in register etc) > Crowd control > Power & Lighting requirements > Water and toilet access > Food Safety > Public Safety > First Aid > Lost Children > Waste Management > On site communications > Contingency plan > Setting up / Packing up > Complaint and Incident Procedures > Disability Access

STEP 5: EVALUATION

MAKE IT EASIER NEXT TIME BY IDENTIFYING LESSONS LEARNED AND BUILDING SOLUTIONS INTO THE OFFICIAL PROCESS.

LESSONS LEARNED

Community-led placemaking is a new way of shaping neighbourhoods. Trialling this approach the first time around is bound to highlight barriers that exist within the process to creating an enabling environment that empowers local leaders to impact their communities.

During evaluation explore the process of your council, and any changes that you have noticed. Reflect at the end of projects with both the community and the council team. Talk through the following questions:

- > What was the impact?
- > What worked well?
- > Where did we get stuck?
- > How could we make it easier next time?
- > How are we recording the outcomes?

At this time, it is also a good idea to include the experience of the community and gain any insights into what the process was like for the community leaders. What suggestions could they offer to make the process a more enabling one?

Council's intrapreneur should concentrate on embedding key changes in policy and practice, to ensure a legacy for their work, as outlined in Step 6 'Embedding Change'.



STEP 6: EMBEDDING CHANGE

CONGRATULATIONS! YOU'VE SUPPORTED YOUR FIRST COMMUNITY-LED PROJECT. NOW, LETS DO IT AGAIN.

Embedding changes in order for councils to support community-led placemaking projects may take time. For many in your organisation this will be a new process and changing the way your organisation works can be daunting to begin with. Experience tells us that strong internal leadership and the energy of dedicated council officers makes a real difference to not only seeing placemaking projects come to life, but also in bringing about systemic change.

As a starting point it is good to first reflect with your team on the following:

- > What quick and easy lessons can you action immediately? (For example, what questions could you have asked community groups earlier in the process to make sure they were on track?)
- > How can you support cultural change in the organisation?
- > What stories and presentations could you share about the process that will illustrate the lessons that were learned, and the strengths and successes that were highlighted during the process? (such as established collaborative working partnerships)
- > Is community-led placemaking being publicly promoted by council and are all the access points for community on-board?
- > What are the most important processes and procedures that need to be updated? Are any key plans or policies being reviewed soon?
- > How can cross-council working groups be supported?

Thinking further ahead you could also reflect on what data was used to support the impact community-led placemaking had on Council. What was missing from your evaluation and data collection? What data helped you to illustrate the impact on council processes? What would you seek to include for the next community-led placemaking evaluation?

Being able to share your reflections on process and key lessons learned with key decision-makers in your organisation will assist in raising the profile of community-led placemaking and illustrate the benefit for supporting community-led placemaking through real life examples.

For examples of the impact community-led placemaking is already having, and the ongoing legacy that can be achieved, see *Neighbourhoods Made by Neighbours: Case Studies from Round 2 of The Neighbourhood Project*.





WANT TO LEARN MORE?

Congratulations on reading this first induction into the fundamentals of community-led placemaking. We want to empower you to put this knowledge into action.

Here's how:

- > CoDesign Studio delivers online education and face-to-face training to empower government, industry and community to create positive social change in their environments.
- > The Neighbourhood Project full publication series is available online.
- > We also have a series of digital tools and online resources, specifically designed to equip you at each step of the way from generating your next bright idea through to delivering a project on the ground.

Feeling inspired? Head to www.codesignstudio.com.au to sign up for online training or free webinars, purchase a corporate training package, or use our online digital tools.

STAY IN TOUCH

To learn more about CoDesign Studio and how we work with councils, developers, and community-leaders, sign up to our newsletter and read our service menu at www.codesignstudio.com.au

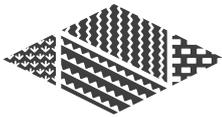


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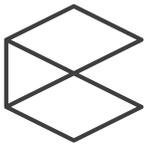
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- > Brooklyn and Hobsons Bay City Council
- > Box Hill and Whitehorse City Council
- > Fawkner and Moreland City Council
- > Edithvale and Kingston City Council
- > Strathmore and Moonee Valley City Council
- > Point Cook, Williams Landing and Wyndham City Council
- > Thomastown and Whittlesea City Council





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