

THE SOUTH AUSTRALIAN METROPOLITAN AND REGIONAL PLACE MANAGEMENT FRAMEWORK (SAMAR PMF)

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EXECUTIVE SUMMARY

The South Australian Metropolitan and Regional Place Management Framework (SAMAR PMF) study explores the potential for introducing a model of place management into South Australia (SA). The objective of the study is to develop a place management methodology which delivers enduring and resilient places, in particular main streets and town centres and which can be readily adapted to each unique 'place' situation.

The derived methodology is based on examples of best practice drawn from the UK and Europe and, whilst not exhaustive, these projects have demonstrated the attributes and qualities required to deliver a replicable model of place management in SA.

The study has, through the application of Stage One of the methodology, demonstrated the opportunities for, and challenges inherent in, introducing a new paradigm in relation to 'how Councils do business'. In conjunction with these Stage One activities, a number of masterclass exercises held with Chris Sands the founder of the '*Totally Locally*' (UK) movement were successfully held as part of the study, aptly demonstrating the concept of community led economic development as a capacity building exercise. Reflecting on the outcomes of the capacity building exercise at Hallett Cove, SA, comment is made in this report as to how a Stage Two exercise of delivering and implementing strategies and actions for a resilient place outcome could be achieved.

The study makes reference to how the principles of place management support both the objectives of *The 30-Year Plan for Greater Adelaide* and the aspirations of the recently published Local Government Authority (SA) report *Strengthening South Australian Communities in a Changing World. 'The Council of the Future'*.



RESEARCH AND METHODOLOGY

The concept and application of place management has been established over the last 20 years in Europe, having existed in parts of North America for much longer. Effective place management is more than merely delivering a design outcome or a branding strategy. It is a process where sustainable mechanisms are put in place through 'partnerships' to realise and manage the 'place' product. The place management process offers a new paradigm in community inclusion.

The Institute of Place Management (UK) describes 'Place' as a location that has meaning to people and 'Place Management' as 'a process of making places better'.

"One of the most central concepts to human existence is that of place. We spend our lives somewhere; whether we are working, relaxing or just existing, we pass our time in various locations, we may travel to a town or city centre to shop, commute to a business park to work, and return to a neighbourhood to sleep. History tells us that successful places, or those that pass the test of time, evolve to meet the changing needs of those that use them. Increasingly, attempts are being made to manage this evolution through some type of proactive intervention process. It may be community development, regeneration, management, marketing, economic development or any permutation of these but the aim is the same, to improve a distinct area or destination for the benefit of its users. This is the essence of place management."

The Institute of Place Management, UK^o

Place management delivers sustainable and resilient places which promote democratic involvement; social inclusion; local economies; and enhanced environments. Place management is implemented in numerous ways, however all best practice examples of managed places involve successful partnerships underpinned by a sense of real collaboration, where the local businesses and residential community see themselves with an inclusive role and shared responsibility for the delivery of outcomes. In considering what form a Place Management Framework in South Australia could take, it's worth pondering what place management is not.



RESEARCH AND METHODOLOGY

Place management is not merely:

- an association to act on behalf of and in the best interests of traders and commercial businesses.
- a funding mechanism to raise capital for physical works and public realm enhancements.
- a program or calendar of place 'activation' initiatives.

It is important, however, to acknowledge that these activities can play a crucial role in place management.

Significantly, place management offers an opportunity to capture a locality's unique identity and sense of place and to use this quintessential quality to instil a sense of community pride and stewardship.

The Institute of Place Management states that there are four challenges of place management, and they are the concepts of:

- Many users
- Many partners
- Sustainability
- Support



RESEARCH AND METHODOLOGY

“The ‘Many Users’ challenge deals with the challenge of accommodating a variety of ‘customers’ in a particular ‘place’, and the aim to accommodate the often conflicting needs of these “customers. Place management needs to prioritise and deliver a ‘mixed bag’ of benefits in a place; be they economic, social, cultural, technological and/or environmental.

The ‘Many Partners’ challenge deals with the level of control a place manager can have in producing the ‘product’ for partners. In a traditional organisation, the resources needed to produce the product are within the manager’s control but in management of a Place, the many essential parts of the product offer are controlled by a variety of different private, public and voluntary ‘partners’.

The challenge of ‘Sustainability’ in place management relates to the sustainability of the process. In the past, the function of place management has often existed through a combination of goodwill and grant funding, and whilst it can be argued that ‘any informal or grant-funded activity is beneficial to an area, the ultimate aim should be to set-up a formal place management structure, that can attract long-term funding through earned income thus protecting its ability to provide much needed local services to all stakeholders’.

The final challenge is that of supporting the complex activity of place management. Place managers have to draw from a variety of subject disciplines including social entrepreneurship, management, marketing, regeneration, economic development, planning & design and tourism & leisure. Additionally place managers also need an understanding of health, education, retailing, crime & security and sociology. Thus a Place Manager needs diverse skills and competences to be successful in implementing good place management outcomes.”

The Institute of Place Management, UK^o



WHY IS PLACE MANAGEMENT IMPORTANT?

The State Government *The 30-Year Plan for Greater Adelaide*[^] sets new benchmarks in urban planning and outlines an exciting vision for growth and change that is forecast to occur.

The place management process presents the opportunity to achieve the goals set in the 30 Year Plan. Place Management offers a robust strategy with measurable goals that align with the vision and directions of the Greater Adelaide Plan and also recognises the desires and aspirations of local communities and the important role Councils play in realising these aspirations.

The recently published Local Government Authority (LGA) South Australia report *Strengthening South Australian Communities in a Changing World*. 'The Council of the Future'* presents a compelling argument for Councils to adopt future models of governance which 'empower' communities, further reinforcing the potential role place management can play in creating resilient main streets and town centres.



PROJECT BRIEF

Stuart Heseltine, Principal, Hemisphere Design (Aust) Pty Ltd was engaged in September 2012 by Barossa Council on behalf of the Local Government Association (LGA) to undertake a twelve month study to identify 'best practice' place management and determine how such best practice can be applied in main streets and town centre locations in South Australia. Running concurrently with this study, Stuart was engaged separately by the Barossa Council, The Regional Council of Goyder and the City of Marion to supplement this study with the implementation of (what later was identified as) a Stage One Place Management Framework Pilot at Nuriootpa, Eudunda and the Hallett Cove Centre.

Stuart has been an advocate for place management for many years, recognising that the current practice of delivering 'place' outcomes through masterplanning and urban design frameworks fall well short of communities' expectations. Many design studies rarely get implemented due to a lack of funding and, more importantly, a lack of local and community ownership and apathy to embrace the process and realise the outcomes.

From this recognition of the limitations of current practice, the objective and desire to develop a pilot Place Management Framework evolved organically over a period of 24 months. Initiated by Stuart, the project has been underpinned by close collaborative sharing of knowledge between The Regional Development Authority Barossa, The Barossa Council, The Regional Council of Goyder and more recently the City of Marion.



BEST PRACTICE






Prior to, and during the delivery of, this study extensive research has been conducted to identify best practice in the initiation and application of place management. Some of the best international place management examples of relevance to the South Australian context include:

- Granoller's Gran Centre, Spain
- Darwen, UK
- Brixton Green, Lambeth, UK
- Totally Locally, UK








A summary of each of these case studies is included on the following pages. Whilst not exhaustive, these reviews of best practice give an insight and considered appreciation of a variety of initiatives that are being implemented in main streets and town centres throughout Europe and which are relevant to this study.









EXAMPLES OF BEST PRACTICE

'Best Practice' Place Management...Case Studies			
Place and People 'Ownership and Identity' Capacity	Key features of Place Management 'Delivery' Organisation structure	What are the Outputs? 'Implementation' Outcomes	What makes this 'Best Practice' Place Management i.e. The resilient and sustainable place
<p>Place Granoller's Gran Centre, Spain Population 52,000</p> <ul style="list-style-type: none"> Regional Catalanian Township 25km northeast of Barcelona. A centre of regional trade and commerce in food produce and textiles since the Middle Ages. Suffering (Circa 90's) from the rapid changes in consumer habits and new retail formats and threatened by the suburban expansion of Barcelona.  <p>People</p> <ul style="list-style-type: none"> 'Partnership Team' started by a small association of small and medium enterprise (SME) retailers and businesses of Gran Centre Granoller led by a local independent retailer. 	<p>Developed a vision of:</p> <ul style="list-style-type: none"> "City, Culture and Commerce". Improving in the quality of life of the city's residents and visitors. Reclaiming the socio-economic role that trade and retail had played in Granoller. i.e. more than just retail entrepreneurship. Nurturing friendship and good relations among its members. Participating, promoting and disseminating culture.   <p>Organisation and Funding</p> <ul style="list-style-type: none"> The GCG was initially funded (1994) by a group of independent retailers. Unsure of current funding mechanisms and procedures, however it is now a model self-funded. 	<p>Social Implementation Initiatives</p> <ul style="list-style-type: none"> 'Friends Scheme' to develop a sense of commitment between city centre retailers and patrons. Philanthropy – supporting African villages.  <p>Economic Implementation</p> <ul style="list-style-type: none"> Customer loyalty credit card (in cooperation with the Caixa de Galicia Bank): <ul style="list-style-type: none"> Does not charge membership or management fees. Does not require the user to open up a new current account. Interest-free for 3 months. Bonus culture points. 1hr free parking in town centre. 15,000 users – second most successful credit card in the region second to VISA. The card contributes 13% towards the GCG annual budget <p>Environmental Implementation</p> <ul style="list-style-type: none"> Creation of 'Pedestrian Islands' in the city centre – 86% of the town centre is now pedestrianised. <p>Ownership Implementation, the GCG</p> <ul style="list-style-type: none"> The organisation of social and cultural events throughout the year such as concerts/plays, open street debates ('Agora initiative'), Christmas parties, etc. – Place activation Membership of 300 SME businesses (75% of all the independent retailers located in the city centre). 	<p>Social Innovation</p> <ul style="list-style-type: none"> Strong relationships across local, regional and national constitutions. Pedestrianisation encourages people to interact and foster a greater feeling of community among the city's residents and visitors. The community has begun to recover its historical characteristics of tolerance, inclusiveness and generosity, forged by centuries of trade and exchange of goods. <p>Economic Innovation</p> <ul style="list-style-type: none"> The GCG operates with an annual budget of 312,500€. Customer loyalty credit card provides 13% of its annual budget. Customer loyalty credit card has created a sense of social responsibility where there is now a relationship between customers and retailers whereby it has become a shared value. <p>Environmental Innovation</p> <ul style="list-style-type: none"> 'Pedestrian Islands' have become a centre for the city's residents and visitors to gather and socialise in a family friendly atmosphere where the dangers of traffic can be safely avoided. <p>Ownership Innovation</p> <ul style="list-style-type: none"> Economically independent and resilient. Remains inclusive and open to positive influences of national and international trends without neglecting the depth and variety of traditions and customs present in Catalan heritage. Management scheme has fired the imagination of the town's residents. <p><i>The Granoller's model is one that encompasses and embraces quality of life as a manifestation of an egalitarian and tolerant society proud of its local heritage while remaining responsive and supportive towards global issues such as emigration, poverty, war, famine, draught and oppression for political, ethnic or religious reason.</i></p>


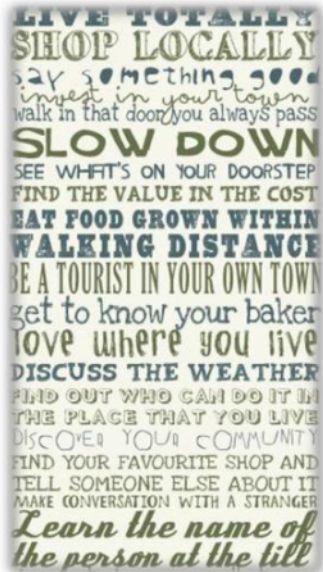




EXAMPLES OF BEST PRACTICE

'Best Practice' Place Management....Case Studies			
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<p>Place Darwen, UK (regional town centre within close proximity to Blackburn and the city of Manchester) Population 137,470</p> <ul style="list-style-type: none"> Old Victorian market town located in the northwest of England. Compact town centre that lies within a valley with spectacular views to the surrounding countryside. Convenient town for people to shop. Affordable housing. Excellent public transport links. Strong sense of community among its residents. Heavily influenced by the manufacturing sector. Adversely affected by the changes in consumer behavior. A need to regenerate the town's centre physically and commercially.  <p>People</p> <ul style="list-style-type: none"> Darwen Town Centre Partnership (2004) – whilst wholly devised, managed, funded and operated by the local authority, its strategic decision making process is highly inclusive. Membership board consists of 18 members – 5 public sector representatives, 5 business representatives, 5 voluntary and community sector representatives and 3 residents. 	<p>Developed a vision:</p> <ul style="list-style-type: none"> To become a town represented by 6 emblematic features: <ul style="list-style-type: none"> A living town; A historic town; A working town; A town set in the countryside; A thriving market town; An inclusive town  <p>Organisation and Funding</p> <ul style="list-style-type: none"> Voluntary participation in Partnership comprises of members from diverse backgrounds – young, elderly, disadvantaged. Management structure comprises of a board 'steering group' and supporting sub committees. Whilst Council are sole providers of finance and resources, other parties providing benefits - in kind include police, community, civic trust business associations, developers and welfare committees. Partnership includes elected member representation. Town centre forums held every 6 months. £20,000 annually directed from Council for town centre partnership administration.. 	<p>Social Implementation</p> <ul style="list-style-type: none"> The town centre strategy and masterplan are inspired by values and opinions from the community and stakeholders – extensive consultation through partnership to achieve consensus.  <p>Economic Implementation</p> <ul style="list-style-type: none"> To date have secured an additional £3.35 million from external funding across national and regional sources. Funding a manger position and implementation of the masterplan.  <p>Environmental Implementation</p> <ul style="list-style-type: none"> In collaboration with council a masterplan for urban regeneration was delivered– livability and space management were key deliverables. Implementing through ongoing funding programmes. <p>Ownership Implementation</p> <ul style="list-style-type: none"> Whilst successful to date, the Darwen TCP has a low level of participation/representation from the wider business community. Currently commencing the development of a business membership base. A subscription scheme is being investigated to establish long term viability of board without Council dependence. 	<p>Social Innovation</p> <ul style="list-style-type: none"> Community involved in the preparation of the strategy and its achievement. <p>Economic Innovation</p> <ul style="list-style-type: none"> Darwen represented in discussion with funding boards, sponsoring bids and regeneration funds. Attracts private sector investments. <p>Environmental Innovation</p> <ul style="list-style-type: none"> Ensures that the plans for Darwen Town Centre are related to local needs and are achievable with clear priorities. Supports the regeneration of the town as a whole, including local housing, transport, employment and tourism.   <p>Ownership Innovation</p> <ul style="list-style-type: none"> Implements regular surveys to measure KPIs and determine success of masterplan implementation (4 times a year). Implementation of the Masterplan commenced in May 2012.

EXAMPLES OF BEST PRACTICE

'Best Practice' Place Management....Case Studies			
Place and People 'Ownership and Identity' Capacity	Key features of Place Management 'Delivery' Organisation structure	What are the Outputs? 'Implementation' Outcomes	What makes this 'Best Practice' Place Management i.e. The resilient and sustainable place
<p>Place Brixton Green, Lambeth UK Population 65,000</p> <ul style="list-style-type: none"> Strategically important site next to Brixton tube station (one of metro London's busiest). Derelict land at the heart of Brixton town centre. Brixton Green is about the Brixton Community working together to redevelop a 1.6ha site on Somerleyton Road.  <p>People</p> <ul style="list-style-type: none"> Ownership of land transferred to 'Brixton Green' Ltd and a community land trust was established. Board of trustees with professional support staff and support from a professional advisory team. Brixton team work on a voluntary basis – 'Cause not benefits' 	<p>Developed a vision:</p> <ul style="list-style-type: none"> To transform the key area of Brixton via a cooperative and integrated approach through extensive consultation and workshops with businesses and residential community. To strengthen the community's resilience and help resolve issues that has limited Brixton economic success.  <p>Organisation and Funding</p> <ul style="list-style-type: none"> Brixton Green is a registered mutual society set up by the Brixton Community. Not for profit – all assets used for community benefit. Inclusive - all parts of the community are welcome to become shareholders (nominal £1 share value). Operating under a limited company structure. No obvious injection of capital to initiate establishment of board. Recipients of grants through Department of Local Government and communities. 	<p>Social Implementation</p> <ul style="list-style-type: none"> 2014 will see the Commencement and construction of: <ul style="list-style-type: none"> Community and creative hub. Contemporary arts centre. Training school and community café. Post office/banking institution. Children nursery. Hair/beauty training salon. 10,000 square feet incubator space for set up of businesses. Healthcare/dentists. Corner shop Brings together three established Brixton arts organisations. <p>Economic Implementation</p> <ul style="list-style-type: none"> More affordable housing. High sustainability aspirations. <p>Environmental Implementation</p> <ul style="list-style-type: none"> Deliver recycling/reduction in emissions and average consumption of power/services. Place activation across many levels. A masterplan which expresses identity and characteristics of place. Street facing homes with front gardens and communal rear gardens. <p>Ownership Implementation</p> <ul style="list-style-type: none"> Brixton Green is a registered to be mutually owned by the Brixton people. Inclusive structure - Ability for anybody who lives or works in one of the five wards Brixton to purchase shares. 	<p>Social Innovation</p> <ul style="list-style-type: none"> A local community initiative. Co-operative and integrated approach to 'Placemaking'. Embraces the community at grass roots level with inputs across local regional government and 40 stakeholders.  <p>Economic Innovation</p> <ul style="list-style-type: none"> Strategically important location – development will deliver local employment and growth in commercial/retail activity. Capacity building and 'upskilling' of residents and businesses. Communities are clients for its redevelopment. <p>Environmental Innovation</p> <ul style="list-style-type: none"> Sustainable community through investing in neighbourhood aspirations. 'Green star' efficiency Reduction in crime, improved community safety. <p>Ownership Innovation</p> <ul style="list-style-type: none"> Over 1000 community shareholders – a ground breaking model for community led property development. 

EXAMPLES OF BEST PRACTICE

'Best Practice' Place Management....Cast Studies			
Place and People 'Ownership and Identity' Capacity	Key features of Place Management 'Delivery' Organisation structure	What are the Outputs? 'Implementation' Outcomes	What makes this 'Best Practice' Place Management i.e. The resilient and sustainable place
<p>Totally Locally</p> <ul style="list-style-type: none"> Totally Locally is a social enterprise and local shop movement. It is more than a retail campaign. It is about Main Street resilience. A campaign to promote the social and economic value of supporting independent Main Street shops and businesses. <p>People</p> <ul style="list-style-type: none"> A broad based inclusive approach to Main Street re-vitalisation. 70+ Main Street participants throughout UK ranging from regional centers to Main Streets within close proximity to city centres. A national social media campaign and extensive network across the private and public sector. Driven by passionate and committed participants who are volunteers. 	<p>Developed a vision of:</p> <ul style="list-style-type: none"> The Totally Locally Initiative: <ul style="list-style-type: none"> To remind people of what they have in their town and to showcase their town's independent businesses and shops. To give people a reason to shop in their town. To support local growers, producers and services: be it furniture makers, farmers, accountants or bakers.  <p>Organisation and Funding</p> <ul style="list-style-type: none"> Volunteer funded activities promoting the value of local shopping and celebrating their Main Streets and local economy. Organisational structure varies from informal collaborations to associations with legal identity. Campaign provides a programme of activities which includes KPIs to measure economic and social improvements within the Main Street. Not a subscription – no levy based campaign, underpinned by voluntary collaboration. "Not a business forum but a fun way of making a town better" 	<p>Social Implementation</p> <ul style="list-style-type: none"> Building awareness and community capacity to be involved in the management of the Main Street. Extensive PR and social media exposure within Main Streets. <p>Economic Implementation</p> <ul style="list-style-type: none"> Demonstrable and measurable economic improvements through initiatives encouraging the community to spend within local economy.  <p>Environmental Implementation</p> <ul style="list-style-type: none"> Promotes civic pride.  <p>Ownership Implementation</p> <ul style="list-style-type: none"> Building local capacity – underpins 'stewardship', identity and sense of belonging through the community. Building strong relationships between retailers and residents. 	<p>Social Innovation</p> <ul style="list-style-type: none"> Demonstrates how communities are interconnected and mutually dependent through their Main Street. Promotes positive aspects of identity in the township.  <p>Economic Innovation</p> <ul style="list-style-type: none"> Internationally awarded branding campaign. Quality local marketing. Proven and demonstrable increase in retail patronage.  <p>Environmental Innovation</p> <ul style="list-style-type: none"> Reuses the capacity for 'placemaking' through stewardship. Interesting Main Streets and vibrant communities. <p>Ownership Innovation</p> <ul style="list-style-type: none"> Simple message that can be easily embraced by the broader community. Independent of Council and State government 'bureaucracy'.

APPLICATION OF BEST PRACTICE

METHODOLOGY

Drawing from the considered examples of international best practice, Stuart has developed a methodology for the development of a Place Management Framework. The methodology has been devised to be replicable across communities and Councils. This methodology has been implemented in South Australia and more recently in Victoria where similar projects aiming to deliver sustainable and resilient main streets and town centres are underway.

In this project, the delivery of each Stage One Place Management Framework has informed and guided the continual refinement of the methodology presented in this study. Importantly, these iterations of process have engaged community stakeholders and third parties who, through this study and independently, have helped shape a vision for what a Place Management Framework for their 'place' and community could be. Further it is anticipated that the continuation of the Hallett Cove Place Management Framework will continue to refine the presented methodology.

The Methodology Flow Chart on the following page outlines the methodology which consists of four tasks to be implemented over two stages.



A PLACE MANAGEMENT FRAMEWORK

STAGE 1

Task One: INITIATING Ownership and establishing 'Identity'

- Raising whole of community awareness and acceptance of 'stewardship'
- Identifying advocates and champions to participate, direct the process: residents, NFPs, traders.
- Appointing an initial 'Steering Committee' (an Interim 'Management Partnership Team') to assist in developing:

The Vision →

Activities - 2x conversational workshops

1) Defining 'place'

2) Preparing a vision and an identity statement

OUTPUT

Summary Report - 'Place, Purpose, People'

Outlines draft vision, objectives and terms of reference for

1) The resilient 'place' - it's locale and identity

2) The appointment of a 'Management Partnership' to deliver the place management framework

"This is a capacity building exercise"

Need to establish the terms of reference for the 'Management Partnership'

Seek elected members endorsement

Entities 'incorporated' with constitution

Task Two:

DEVELOPING

- Appointing the 'Management Partnership Team'
- More detailed strategies and actions; for delivering the resilient place and 'Place Capital'

CREATING 'WEALTH' IN PLACE FOUNDATIONS

Social/Cultural Innovation

Community Economics

Environmental Enhancements

Local ownership 'Participatory Governance'

Task Three:

DELIVERING A

'BUSINESS CASE' + 'The MASTERPLAN'

To deliver 'Place Capital'

The 'Management Partnership' will be 'delegated' decision making powers

Task Four: IMPLEMENTING

THE PLACE MANAGEMENT FRAMEWORK

Journey along the path to resilience and the growth of Place Capital

- Capacity to be flexible responsive to emerging trends
- Resourceful, practical, achievable
- Reviewing, refining, re-energising

'THE RESILIENT PLACE'

Establishing performance indicators and renew mechanisms

STAGE 2
INDICATIVE TIMELINES

0

3 months

12 months

24 Months

5 years++

APPLICATION OF BEST PRACTICE

STAGE ONE

TASK ONE: INITIATING 'OWNERSHIP AND IDENTITY'

The initial activity in Stage One is a capacity building exercise, where an initial 'Steering Committee' comprising of a broad cross section of the community is convened to develop a draft vision and objectives to deliver a sustainable and resilient place.

Through a series of informal conversations structured around a traditional workshop approach, the 'Steering Committee' has recognised community participants, shared their aspirations for their 'place' based on their experiences and anecdotal references. These aspirations are captured and synthesised to form a 'vision' statement, which guides the process of shaping a series of objectives that reference Council's corporate goals and, where relevant state government policy. The exercise identifies 'terms of reference' for the appointment of a longer term management partnership in Stage Two of the development of the place management framework

Typically, Task One should be completed within three months. However as elected member familiarisation and acceptance of the process of place management is required before proceeding to Stage Two, it is possible this timeline could extend to up to twelve months.



APPLICATION OF BEST PRACTICE

STAGE TWO

TASK TWO: DEVELOPING STRATEGIES AND ACTIONS

An initial task of a Stage Two Place Management Framework is to replace the 'Steering Committee' with a longer term 'Leadership Team'. This is because the initial role of the Steering Committee is fulfilled and so a Management Partnership (sometimes called a 'Town Team' or the 'Place Leaders') is appointed through a call for nomination and interview exercise.

Through a process of 'co-creation' working alongside Council, the Management Partnership will ultimately develop to become the 'Place Leaders' of the respective main street, precinct or 'place'.

Whilst the Management Partnership can adopt a casual arrangement, where a collective decision making process is adapted, it is clear that an 'entity' which adopts a formal role as a constituted association with clear terms of reference is better equipped to enter into a more meaningful partnership with Council, State Government, the private sector and other community stakeholders. By establishing this type of new entity it is possible to enter into a partnership where 'participatory governance' and participatory budgeting can be practiced. The Place Leaders serve as the entity's Board Members and terms of office for the Place Leaders are formalised. Typically, the 'Board' would be appointed for a two-year term of office. This creates accountability and ensures that the new governance structure is legally and ethically compliant. A suitable model of formalisation could be through creating a company limited by guarantee, in effect establishing a form of 'social enterprise'.

For this model of partnership to emerge it is clear that Councils in South Australia, and it appears Victoria, will need to enter into a process of organisational and systemic change where an ethos of 'co-creation' (i.e. embracing a 'we enable' approach in a genuine partnership with the community) is put at the heart of service delivery and strategic decision making.

The Management Partnership is broad based and inclusive. Ideally it will comprise of 12 members, with 8 to 10 being members of the community and the remaining numbers elected member representation. This balance facilitates transparency in decision making processes where a model of participatory governance and budgeting is adopted. The role of the Management Partnership requires dedication. Participants are



APPLICATION OF BEST PRACTICE

expected to commit no less than two days per month for a period of potentially up to 24 months to work collaboratively in developing strategies and actions for delivering a resilient and sustainable main street or town centre.

Once the entity is formalised and the terms of reference established, the strategies and actions i.e. 'the what' that is required to realise the place foundations, can be developed. The role of the Management Partnership is to take carriage of the vision, strategies and actions outlined in the summary report from Stage One and further define, detail and deliver them in consultation with and on behalf of the wider community. The strategies and actions will underpin outcomes which promote social innovation, economic excellence, environmental sustainability and local ownership.

Whilst it is possible that Task Two could be completed within twelve months, the establishment and introduction of a co-creative approach to 'doing business' is likely to fall well outside of this realistic timeline. The process of co-creation and the development of strategies and actions need to evolve in a synergistic and mutually supportive manner to ensure a satisfactory place management outcome is delivered.

TASK THREE: PRESENTING A BUSINESS PLAN AND MASTERPLAN

The Business Plan and 'public realm' Masterplan are the foundations of the Place Management Framework. They outline in detail the strategies and actions for the creation of place 'capital' which delivers the enduring main street or town centre. The business plan and masterplan support and are supported by the financial and administrative structures developed through the creation of the Management Partnership.

Task Three concludes the development of the Place Management Framework and is expected to be completed within a further twelve months.



APPLICATION OF BEST PRACTICE

TASK FOUR: IMPLEMENTATION

Task Four commences the implementation of the Business Plan and Masterplan, reviewing and refining when necessary and adjusting to reflect emerging trends.

Task Four is the journey along the path to building a resilient place. Whilst the timelines for implementing a Place Management Framework are specific to each locality, it is envisaged that it will require at least three to five years to successfully implement the Business Plan and public realm Masterplan.

It can be concluded therefore that from inception to conclusion (of the implementation) the Place Management Framework could evolve over a notional eight to ten year period.



TRIALLING A PLACE MANAGEMENT FRAMEWORK

The application of Stage One of the Place Management Framework in the three pilot locations has been both an iterative and organic process, where frequent reviews and amendments to both the sequencing and executing of tasks have occurred, where change has reflected the 'challenging' nature of this study and the continuing emergence of international best practice.

STAGE ONE ACTIVITIES BUILDING CAPACITY AND DELIVERING A VISION

STAGE ONE ACTIVITIES EUDUNDA

Stage One activities commenced in Eudunda in March 2012. During this initial process, three meetings were held with an invited Steering Committee which was comprised of residents, local business operators and not-for-profit organisation representatives.

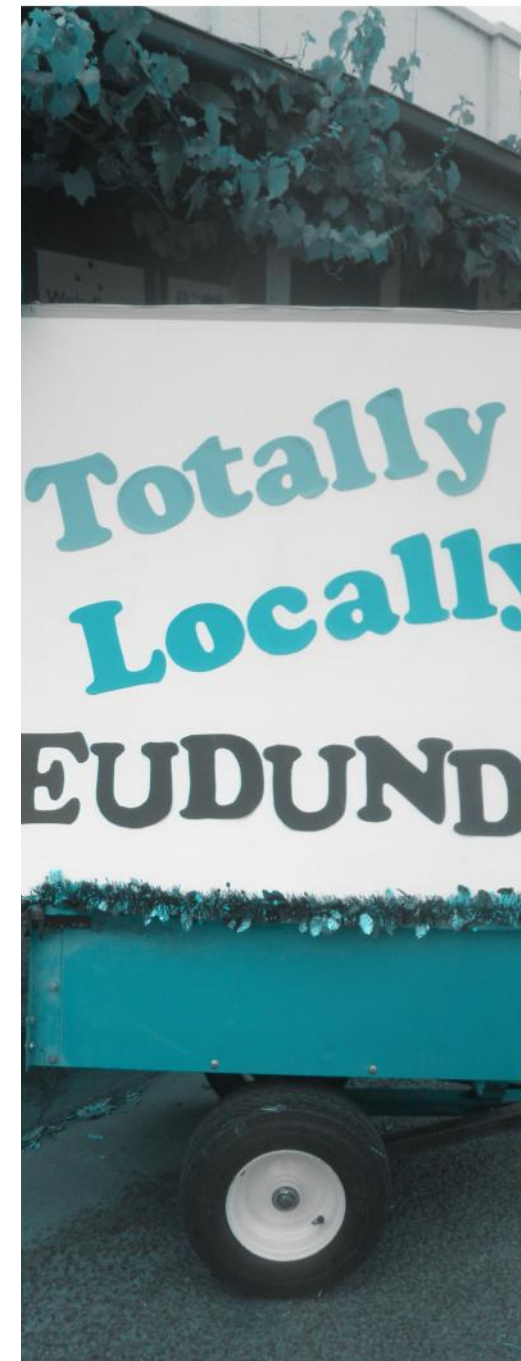
During the first meeting, the Steering Committee met with the Regional Development Authorities of the Mid North and the Barossa who were identified as potential strategic partners that could assist in 'shaping' the Place Management Framework. An outline of the place management methodology was introduced and subsequently adopted.

Two workshops were subsequently held with the Steering Committee over a period of 4 months. The goals of these workshops were firstly, to define the 'place' and prepare an identity statement and secondly, to identify the objectives of the Eudunda Place Management Framework.

The output of Stage One was a summary report outlining the objectives for Eudunda with reference to 'place, purpose and people'. It was agreed by the Steering Committee that all the objectives listed in the summary report could be collated under the statement:

'Eudunda 2020' must enhance the diversity and celebrate the distinctiveness of the main street offer'

The summary report was finalised in November 2012. A copy is appended (Appendix 1) for consideration.



TRIALLING A PLACE MANAGEMENT FRAMEWORK

STAGE ONE ACTIVITIES NURIOTPA

Stage One activities commenced in Nuriootpa in March 2012 following a one-day forum held by the RDA Barossa in Tanunda exploring the role and opportunities that place management offers in delivering a sustainable and resilient main street across the Barossa.

Following the forum, two meetings were held with an invited Steering Committee which was comprised of local business interests only.

During the first meeting the Steering Committee met with the Regional Development Authorities of the Mid North and the Barossa, the Barossa Council and the Chairman of the Community Co-operative Store. An outline of the place management methodology was tabled, discussed and subsequently adopted.

Subsequently, a meeting was conducted in the form of a workshop exercise, where the Steering Committee was invited to identify the town vision and outline strategies for the Nuriootpa Place Management Framework. It was agreed by the Steering Committee that the vision would be short and succinct and embrace all facets of what Nuriootpa does, could and should offer. The vision statement that was ultimately adopted was:

‘I’ll meet you in Nuri’

A Stage One summary report was finalised in April 2012 and is appended (Appendix 2) for consideration.



TRIALLING A PLACE MANAGEMENT FRAMEWORK

STAGE ONE ACTIVITIES HALLETT COVE

Stage One activities commenced in Hallett Cove in January 2013 with an introductory presentation on Place Management to staff and elected members of the City of Marion.

Following this meeting, invitations were sent out to residents, local businesses and property owners and not-for-profit third-party stakeholders in the Hallett Cove region, requesting them to join a Steering Committee that would help 'shape' the vision for the Hallett Cove 'Place'.

The community members that chose to accept the role attended three meetings to help develop a vision statement, along with some potential objectives and strategies for the Hallett Cove 'Place' Management Framework.

An initial introductory workshop was held in March 2013 with the invited Steering Committee and members of Council staff in attendance. The presence of Council staff evoked a surprising response, and one that had not been experienced at Nuriootpa, with an atmosphere of reticence and anxiousness clearly apparent. The Steering Committee members expressed that they felt inhibited in openly and freely expressing their opinion in the presence of Council staff. This was the first time in this project that I had experienced the 'They' factor – a term later revealed to me by a visiting UK colleague. The 'They' factor is quite commonly evident in everyday conversations and is the community 'default' response to who should be resolving issues – "they should do something about that", "they ought to fix that", "doesn't matter what we want, they make the decisions", etc. In this situation, Council staff represented the 'They' and were thus seen as the ones both responsible for solving the issues and determining the outcomes. On conclusion of this meeting, and with the support of council administration, it was agreed that all subsequent workshops should be held without Council staff present.

Consequently, two 'conversational' workshops were held with only the Steering Committee members in attendance and were unanimously deemed successful. Through these workshops a vision statement was developed and unanimously adopted.



TRIALLING A PLACE MANAGEMENT FRAMEWORK

STAGE ONE ACTIVITIES HALLETT COVE

‘No Barriers - building, belonging’

This vision statement along with potential objectives, outline strategies and an embryonic set of actions were captured in the Stage One Summary Report.

It was evident that a collaborative ethos and partnership had emerged, one which bodes well for the future development of a more detailed set of actions and a rigorous business plan in Stage Two of the Place Management Framework development.

In addition to the Stage One Summary Report (Appendix 3), the Steering Committee also developed a video summary documenting their experience and thoughts about the Stage One process. Both the summary report and video were presented to the City of Marion by members of the Steering Committee~.



SUMMARY OF STAGE ONE OUTCOMES

The process of capacity building has been successful in forging new partnerships between the project participants and Council. In each pilot the exercise of capacity building has galvanised members of the community who, in most instances had neither previous contact nor working relationships and enabled them to work together for a common purpose, i.e. to develop a vision for an enduring and resilient place.

However, the conclusion of Stage One activities has also delivered mixed results across the three pilots.

OUTCOMES FROM STAGE ONE - EUDUNDA

The Eudunda Steering Committee has adopted the vision and objectives outlined in the Stage One Summary Report and is pursuing the strategies outlined in the 'Totally Locally' toolkit, which supports and encourages community participation in a series of retail focused 'place activation' projects introducing the principles of community led economic development. The Steering Committee would ideally like to progress from just implementing these place activation activities to a more place managed approach.

However, Council has been unwilling to engage in discussion on the potential to move forward to Stage Two, perhaps due in part to a lack of understanding of the process of 'co- creation'.



SUMMARY OF STAGE ONE OUTCOMES

OUTCOMES FROM STAGE ONE - NURIROOTPA

The Nuriootpa Steering Committee has formed an 'interim board' to oversee the transition of the existing Traders Association into the Nuriootpa Futures Association (NFA). The NFA has recently appointed a 'Town Team' to work alongside the NFA in developing detailed strategies and actions to support the evolution of a vibrant main street and town centre.

On the completion of the Stage One exercise, the NFA chose to pursue a number of strategic place activation initiatives that indicate a desire to move towards a more inclusive place managed environment, yet these initiatives have been undertaken outside of the holistic pilot Place Management Framework that has been presented in this study.

Through discussion with the Barossa Council it is understood that the NFA and Town Team may wish to pursue other initiatives that deliver social, environmental and broader economic outcomes. Further, the NFA and Town Team have recently indicated that they may wish to participate in a model (which at this point is yet to be defined) of participatory governance with Council through conversation with the wider Nuriootpa community. This would be expected to eventually lead to the achievement of Place Management/Participatory Governance ideals.

OUTCOMES FROM STAGE ONE - HALLETT COVE

The Hallett Cove Steering Committee completed Stage One of the Place Management Framework in May 2013. The Steering Committee, now as self-appointed 'Place Leaders', have drafted a brief for the implementation of Stage Two of a Place Management Framework, which outlines strategies to build place capital through the implementation of social, economic, environmental and stewardship 'foundation' strategies and actions.

The Place Leaders are currently seeking endorsement from the City of Marion to commence Stage Two. The Administration of the City of Marion is supportive of new paradigms in governance where meaningful partnerships are forged with the community. As such it is anticipated that the place management process will continue.



STAGE ONE SUMMARY- PLACE MANAGEMENT RISKS AND CHALLENGES

Some of the observed, likely and anticipated risks associated with place management framework studies include:

- Ignorance and or confusion over the role of and purpose of place management and a 'management partnership' group, by both elected members and council administration has been observed. Indeed, some may perceive the introduction of the Management Partnership and the concept of 'participatory governance' as confrontational and undesirable, as it is perceived to erode the function and 'being' of local Council. In my opinion, the challenge is to foster a sense and spirit of 'co-creation', where the purpose and function of Council within the community moves from 'Council does' to 'Council enables and assists'. Clearly, much work and potential legislative and/or regulatory change is required to build the foundations for this new relationship to emerge. The work of the LGA in addressing the potential for a new ethos and philosophy of 'localism' to be embraced by South Australian Councils, the case for which is aptly presented in the recently published 'Towards the Council of the Future' is to be applauded.
- The community and their nominated custodians, the 'Place Leaders', appear to be constrained by their perception of a 'business as usual' approach to service delivery. The place making and place management process advocates a new approach to service delivery, not the current linear and hierarchical model, but instead a model that is both flat and cyclical, advocating the paradigm shift from a 'Council does' to a 'Council enables' ethos and culture. Place Leaders need constant reassurance that, through a holistic place management process, they are being invited to participate in a meaningful service delivery 'partnership' with Council, State Government and the private sector.
- A 'business as usual' approach runs the risk of ignoring one of the potentially most potent tools available to help shape place – community assets. These assets held in local knowledge, skill resources and physical buildings, are assets which can be harnessed to support local community led economic development.



STAGE ONE SUMMARY- PLACE MANAGEMENT RISKS AND CHALLENGES

- The current prevailing focus on delivering 'place activation' outcomes adopted by many Councils creates the perception that 'place activation' alone delivers place making outcomes – it doesn't! Place making and place management requires a considered, synergistic approach to problem solving, addressing a myriad of factors and extenuating circumstances in each place. The desire to be seen to be addressing a problem through a well-intended, but ultimately misguided 'quick fix' approach using 'place activation' alone will not deliver the place capital that underpins an enduring and resilient place.
- Place management requires a clear, unambiguous, structured process, encouraging and enabling a Management Partnership to move forward in their role as the 'Place Leaders'. The process needs to be supported by local and state government in order for place management to be successful. The continued use of disparate place activation initiatives and the pre-occupation and focus on the physicality of place, ultimately creates confusion as to the purpose of the Place Leaders. When reinforcing the status quo through the 'business as usual' approach, communities continue to expect that 'they' (i.e. local and state government) are going to be the ones that continue do something about 'that'. By empowering the Place Leaders and the place management process, the community become more inclined to take ownership of place and participate in sharing the burden of responsibility for their 'place'.
- Discussion to date indicates that there is likely to be confusion over the mandate and terms of reference of an appointed Management Partnership. It is important for the community, Council, State Government and the private sector to see the emergence of the Management Partnership as an autonomous body with broad community representation and more specifically, not merely as a reincarnation of a defunct Traders Association or Chamber of Commerce. A management partnership has to be seen as a meaningful and worthy collaborator by state and local government, non-government organisations and the private sector. The creation and 'execution' of a social contract, binding partners to a commitment to collaborate in a mutually rewarding way will be essential to ensure the partnership thrives.



STAGE ONE SUMMARY- PLACE MANAGEMENT RISKS AND CHALLENGES

- ‘Place’ programs are often disconnected from one another due to the effect of ‘silo working’ at a local and state government level where such programs are designed. This results in delivering overlapping or competing services in a town centre or main street. The creation of the Management Partnership affords the opportunity for personnel from a variety of agencies and the private sector to consult and work alongside the Management Partnership, thereby breaking down the isolated silos and driving the delivery of jointly supported services and initiatives, blending public sector and business driven models. The Management Partnership provides the point of overview and perspective to ensure that the place is realised in an holistic and synergistic manner.
- There is a risk that the Management Partnership will be unable to build effective and enduring partnerships with the private sector and in particular traditional banking and credit institutions. This is perhaps due to ignorance or fear or the reluctance of the financial institutions to enter into true and meaningful partnership with ‘the community’. Community led and initiated economic development introduces a new financial paradigm where ideally, locally delivered economic wealth will stay within a town centre. This new economic wealth should be distributed back into the community through newly established community banks returning a dividend on funds invested by the community at large. This economic wealth will, along with social and environmental wealth deliver place capital, with the likelihood of an enduring and resilient main street or town centre re-emerging. Early engagement with these institutions enables the Management Partnership to initiate relationships which can be developed, established and embedded over time to ensure successful outcomes.
- The relative short cycle of the Australian political system, including the requirement for local elections to be held every three years creates a ‘short-term quick-fix’ mentality within local government. A successful place management intervention will require at least 10 years from inception to its full realisation. The need therefore for autonomous community driven place management, which is not subject to this cyclical restriction, is obvious to ensure continuity and a sustained long-term focus beyond a three-year cycle.



STAGE ONE SUMMARY- PLACE MANAGEMENT RISKS AND CHALLENGES

- The expectations placed on members of the Management Partnership will require a considerable commitment and this must be managed to avoid 'volunteer fatigue'. This commitment is a weighty expectation, when many of those volunteering will be in employment and/or carrying other family and other community commitments. It may be necessary to consider short-term terms of office and potentially 'incentivising' appointments through, for example, remuneration to ensure continuity of partnership members.
- There is a lack of professional expertise available in Australia in the application of best practice place management. Anecdotal observations and personal research would suggest that currently in Australia many of those who are practicing 'Place Managers' are drawn primarily from a retail or design background. Whilst these practitioners bring an important and necessary component skill set to the application of place management, they often lack the breadth of skills required to adequately and competently appreciate the complex synergistic relationship between the social, environmental, cultural and economic needs of 'place'.
- The ability to develop performance indicators which can measure the non-tangible elements delivered through a successful place management intervention are required. Place wealth is derived from not only increased retail activity, but also from an individual's and community's sense of well-being and affinity with the sense of place. Further research (such as studies undertaken by Cattell et al⁺) is required in Australian locations to determine the indicators that demonstrate the connections of community to sense of place and the measures for recognising successful interventions through place management.



MOVING FORWARD: WHERE TO FROM HERE?

Learning from best practice case studies and building on the Stage One pilot studies' outcomes, it can be concluded that there are four main 'place foundations' to consider when implementing a Place Management Framework. These are:

- Place Awareness;
- Place Economy;
- Place Activation; and
- Place Environment.

Stage Two strategies and actions will be driven by the vision set by the Management Partnerships and as endorsed by the broader community for each 'place'. Each vision and subsequent set of strategies and actions will be unique and responding to the locality and community's sense of place and as such cannot be listed in a report such as this, until they have been determined.

It is anticipated that the work at Hallett Cove will continue and thus, the outcomes of further stages of the Hallet Cove Place Management Framework can be made available to the LGA for their consideration at a later date.

The following examples may be strategies and actions included in Stage Two:

Place Awareness

- o Building stewardship across community and government groups, which requires input from the community including, but not limited to, local residents, local businesses, the government, not-for-profit organisations and public services, such as the police, fire, education, etc.

Place Economy

- o Delivering community led economic development (CLED). This requires research into asset ownership, investment, patronage and participatory budgeting through a 'return of rates' model.



MOVING FORWARD: WHERE TO FROM HERE?

Place Activation

- o This is not limited to just the development of an 'events calendar', but also includes creation of employment and volunteering opportunities and social exchange and networking.

Place Environment

- o Creating custodianship, through a recognition of the social and cultural 'authenticity' of a place. Identity resonates with the community's 'sense of place' and their individual and collective ownership of, and desire to shape the physical, cultural, economic and social environment.

A process of developing actions to realise the desired strategies, i.e. 'defining the how', typically could evolve over a period of between 12 to 24 months, culminating in the delivery of a detailed business plan and supplementary masterplan.

The implementation of actions would be prioritised over a three to five year period and include regular measurement against agreed performance indicators to evaluate the success of realising the vision and strategies established at the completion of the Stage One exercise.



MASTERCLASS: 'TOTALLY LOCALLY' IN SOUTH AUSTRALIA

Totally Locally, is a multi-award winning UK initiative, and is a proven and successful approach to community engagement, social renewal and ultimately about 'helping your neighbour'. The *Totally Locally* initiative provides an open source, downloadable marketing toolkit# that is available free to any town or town centre that wishes to use it.

This simple initiative is generating enormous rewards for the towns around the world that are embracing its concepts. Not only because it's free, but also because it's "inspired by people working together with vision, providing mutual support and having a bit of a laugh, that creates vibrant community pockets which soon spread out to impact the wider community".

From the 18th to the 27th October 2013, Chris Sands the founder of *Totally Locally* visited South Australia at the invitation of the LGA to deliver a series of presentations and host workshops on the phenomenal UK success of *Totally Locally*.

Chris met with and presented at the RDA seminar held in Tanunda as part of the Festival of Ideas. Attendees included members of both the Nuriootpa 'Town Team' and the NFA. He also held meetings with the 'Place Leaders' at Hallett Cove and presented at seminars held by the Adelaide City Council and the Planning Institute of Australia (PIA) SA. A further event was held by PIA (SA), where Chris delivered a masterclass workshop with members of PIA who included representatives from the Councils of Light, Playford and Salisbury. Chris also presented the *Totally Locally* initiative to the traders and Management Board of the Adelaide Central Market.

During these sessions, Chris, with my assistance, was able to share insightful knowledge on and guidance in developing *Totally Locally* initiatives. These initiatives are establishing an inclusive approach to community led economic development whilst simultaneously fostering community capacity building and a sense of 'stewardship'.



MASTERCLASS: 'TOTALLY LOCALLY' IN SOUTH AUSTRALIA

The concept of *Totally Locally* is considered to be an exciting and relevant opportunity by the Nuriootpa Town Team and wider Barossa community and the Place Leaders of Hallett Cove, in their development of an holistic place management framework for their respective communities and 'place'.

A copy of Chris's presentation is appended for consideration (Appendix 4).



ENDNOTES

- ° Institute of Place Management, UK. <http://www.placemanagement.org/>
- ^ The 30-Year Plan for Greater Adelaide. A volume of the South Australian Planning Strategy. (2010) Government of South Australia. Department of Planning and Local Government.
- * Strengthening South Australian Communities in a Changing World. 'The Council of the Future' (December 2013) Local Excellence Expert Panel Final Report. Local Government Association South Australia.
- ~ <https://vimeo.com/66546447>
- + Cattell, V., Dines, N., Gesler, W., & Curtis, S. (2008). Mingling, observing, and lingering: Everyday public spaces and their implications for well-being and social relations. *Health & Place*, 14, 544-561.
- # Totally Locally, UK. <http://totally-locally.co.uk/>



APPENDIX

1. STAGE ONE SUMMARY REPORT EUDUNDA
2. STAGE ONE SUMMARY REPORT NURIOOTPA
3. STAGE ONE SUMMARY REPORT HALLETT COVE
4. CHRIS SANDS TOTALLY LOCALLY MASTER CLASS



01. STAGE ONE SUMMARY REPORT_EUDUNDA

SUMMARY

This report

- Summarises the outcomes of the first stage of a two stage process to deliver a Place Management Framework for the main street of Eudunda.
- Gives consideration to and direction on the next step (Stage 2) in the development of the Place Management Framework. In particular, the development of a constituted and incorporated organisation, the 'Town Team', comprising of a cross-section of community members who will be appointed to further develop and implement the Place Management Framework.

A copy of the outline methodology for the development of a Place Management Framework is appended for consideration.

BACKGROUND

The concept of a pilot study for a Place Management Framework for Eudunda Main Street has been considered and discussed over the last 12 months between Stuart Heseltine, Place Management Consultant, staff of Goyder Council and members of the local community acting on behalf of the Eudunda Community, Business and Tourism (E.C.B.A.T.) group.

These considerations have included a presentation by Stuart Heseltine at community meeting held in 2011 about the role and opportunities that place management offers in delivering more sustainable, resilient and active and vibrant main streets. Continued interest in further exploring the concept of place management resulted in Stuart Heseltine, Place Management Consultant, being appointed by Council to:

- develop an outline methodology for the delivery of a Eudunda main street Place Management Framework to act as a pilot study for the region; and
- Implement Stage One of the outline methodology.

A considerable number of supplementary reports and presentations have been prepared during the course of this study which have been invaluable in outlining the benefits of place management and whilst it is not intended to repeat the information contained in those reports here, copies of these reports and presentations can be made available on request.

STAGE ONE METHODOLOGY

An invited Steering Committee, comprising residents and local business interests, were appointed to guide the delivery of Stage One of the study; attendees at the three Steering Committee meetings included:

Linda Hoffmann, Chelsea Laucke, Marcus Reseigh, Andrew Partington, Greg Post, Trevor Mathews and Councillor Judy Partington.

1) Steering Committee Meeting #1

At its first meeting the Steering Committee met with the Regional Development Authorities of the Mid North and the Barossa, potential strategic partners who can assist in 'shaping' the Place Management Framework.

Stuart Heseltine tabled an outline project methodology which was discussed by the Steering Committee and subsequently adopted.

It was agreed that for Stage One the project that is the pilot Place Management Framework would adopt the working title of 'Eudunda 2020'.

A briefing was also held for ECBAT members where the aims and objectives of the study were outlined for consideration and approval.

2) Steering Committee Meetings #2 and #3

At subsequent meetings the Steering Committee were invited to participate in a series of workshop exercises where the objectives for a Place Management Framework were identified, a draft vision developed, and outline strategies for 'Eudunda 2020' considered.

The activity sheets from workshop 3# are appended for consideration.

IDENTIFYING OBJECTIVES

At the workshop, the participants presented the following key objectives which have been collated under headings that recognise the core values and qualities which underpin sustainable main streets and town centres.

They can be aptly summarised in the following statement; 'Eudunda 2020' must **enhance the diversity and celebrate the distinctiveness of the main street offer.**

OBJECTIVE: ECONOMIC SUSTAINABILITY

The Steering Committee want a main street that.....

- Has a retail offer which meets and excites the expectation of visitors and tourists.
- Attracts a wider mix of small boutique businesses and fosters a growth in businesses that are sustainable.
- Is not based solely on 'generic' goods and services; the offer has to express the cultural diversity and heritage of both the township and region. The offer has to be distinct.
- Continues to provide the essential core businesses and activities but also build a new and unique boutique brand.
- Builds a reputation as a regional arts centre, fostering community participation across all ages
- Captures the potential of new emerging and growing local industries.
- Makes our generosity and hospitality a feature of our main street 'offer'
- Learns from other similar townships and main streets that have successfully implemented a place managed process.
- Protects and enhances its 'foundation' businesses, which includes the local fabric and quilting shop, newsagents and butcher.
- Takes every opportunity to maximise marketing and promotion of the main street has to offer.

OBJECTIVE: SOCIAL SUSTAINABILITY

The Steering Committee want a main street that.....

- Is inclusive and welcoming, offering something for everyone.
- Is a 'foundation' destination for the community, more than just a commercial or retail activity centre.
- Is culturally diverse and proudly promotes the historical legacy and heritage of both the township and the region.
- Builds on our strengths, we are a friendly and engaging community of traders and residents who are proud of our identity.
- Celebrates its strong cultural affinity with other communities in the northern Barossa area
- Recognise and support the role of the young members of the community play in sustaining a viable main street and community

OBJECTIVE: GOVERNANCE

The Steering Committee want a main street that.....

- Has a bottom up 'community' management style with real, not perceived, powers.
- Reinforces the important ECBAT plays in engendering community support and community leadership
- Doesn't exclude land use activities and opportunities on the basis of poor economic performance, socioeconomic, gender or 'environmental' grounds alone.
- Is driven through management practices which are underpinned by code of ethics and standards of behaviour and not just prescriptive planning regulations.
- Strengthens collaboration with government to work on removing the barrier(s) which prevent social and economic change.
- Delivers equity in the day to day activity of traders, council, key stakeholders and government agencies.

OBJECTIVE: ENVIRONMENTAL SUSTAINABILITY

The Steering Committee want a main street that.....

- Exploits our geographical advantage we are;
 1. At the 'heart' of the northern Barossa region
 2. Within close proximity of the expanding centres of Port Pirie and Port Augusta
 3. a relatively short journey to Adelaide
- Reinforces the township's 'walkability' and connectivity with the school, oval and gardens
- Utilises underused and vacant buildings along and immediately behind the main street.
- Affords the opportunity for improved pedestrian access, outdoor dining and the minimal intrusion of vehicles and parked vehicles whilst still offering easy and convenient access
- The public realm should be celebrated through permanent and temporary public art, festivals and community entertainment.
- Is a 7 day a week experience

VISION

There was agreement that a vision for 'Eudunda 2020' should be short and succinct and embrace all facets of what Eudunda does, could and should offer.

A consensus was reached that the vision statement -

"The town and community of Eudunda will continue to be a thriving service centre with its culture, heritage, active pride and friendly welcome making it an attractive place to work, live and visit".

should be adopted; however, it was acknowledged that the potential should exist for it to be modified later in the study.

ESTABLISHING KEY STRATEGIES

The following strategies were presented and discussed by the workshop participants. They are not intended to be either an exhaustive or a complete list of strategies, but more an initial first attempt, and 'Terms of Reference' for Stage Two of the study.

ECONOMIC STRATEGIES

- Up - skill business operators and enable them to provide enhanced and personalised customer service.
- Maximise the potential for and harness the power of social media, i.e. the 'High sTweet' offer.
- Establish land use activities that are 'regional attractors' in the area, for example health and welfare and social services; the diversity of the 'offer' will encourage commercial and community investment.
- Develop a comprehensive calendar of events needs to support the day to day retail and commercial activities.
- A detailed business plan and considered business case needs to be presented as an integral part of the Place Management Framework. The business case has to clearly articulate the purpose for and rationale behind implementing a Place Management Framework.
- Develop a regional 'Appellation' strategy based around, people, food productivity and produce
- Leverage off Eudunda's geographical advantage at the 'hub' of a number of regional destinations, including the Riverland and the Flinders Ranges, to boost its attractiveness as a local and regional tourist 'service' centre
- Develop an ethos and philosophy of trading with a heart, make our community passion a feature of our retail offer
- Develop a 'succession plan' for our foundation businesses -exploring the potential for community ownership thorough a business co-operative models
- Build capacity and knowledge in the agricultural support industry – Eudunda has the potential to be an administrative hub for regional agricultural activities
- Explore the potential to establish a community bank which delivers dividends to the community for community and main street initiatives
- Explore corporate sponsorship and patronage for main street development in new emerging industries
- Develop a main street 'training hub' for local youth focusing on new emerging industries in intensive agriculture and farming and windfarm development.
- Promote festivals resurrect the storytelling and pioneer day festivals and explore the potential to introduce new festivals which promote the changing face of Eudunda's industrial base – e.g. a 'wind festival'

SOCIAL STRATEGIES

- Develop a mechanism for engagement which goes beyond business, industry and government and embraces not for profit organisations, a strategy to empower the 'collective community'.
- Provide a safe place(s) with a night time and daytime welcome and function.
- Undertake a more rigorous and comprehensive sustainability audit, i.e. more than just the physical assets of the main street, but also the social and community assets, heritage and cultural assets and economic assets.
- Ensure that place management actions are demographically and socioeconomically inclusive.
- Identify and harness the creative power of the whole community, young and old and give the individual and collective a voice.
- Develop guidelines to implement a code of socially acceptable main street behaviour.
- Promoting the legacy of the settlement of the northern Barossa region, the township and the identity shared with neighbouring townships.
- Encourage appropriate residential development which underpins population growth. Eudunda needs a more diverse and larger community to support a diverse main street 'offer'
- Build on local skills and knowledge in the creative arts, up skill volunteers who are willing to offer a service to the community
- Develop a strategy which promotes art as community capacity building exercise. Build relationships with regional academic institutions who can offer support and support
- Develop a community hub at the vacated 'Weissners building' which offers opportunities to develop personal skills in arts, crafts 'lifestyle and wellbeing' performance art and drama
- Initiate a mentoring program for young men through a 'mens shed' initiative

GOVERNANCE STRATEGIES

- Develop an inclusive and broad based 'Town Team' with the necessary degree of authority to implement a considered, sustainable and attainable Place Management Framework.
- Support the executive role of the 'Town Team' with a suitably qualified 'Place Manager.'
- Develop a mentoring and educational program for the 'Town Team' members.
- Ensure the 'Town Team' is accountable to its constituents, i.e. the community.
- Review current legislative frameworks, e.g. the Development Plan and remove impediments to delivering the stated objectives.
- Develop closer social, economic and organisational relationships with the communities of and within the northern Barossa area
- Build a knowledge base of 'world's best practice' in mainstreet management
- build consensus and alliances with potential strategic partners at a local, state and federal. Establishing 'project champions' will be essential for a successful outcome.

ENVIRONMENTAL STRATEGIES

- 'Activate' vacant premises which front the mainstreet creating diverse and engaging retail, social and not for profit land use activities
- .
- Re-awaken the social meaning and function of the main street – the 21st Century 'Agora'.
- Review the current offer in the existing built form and recognise its strengths and weaknesses
- Reduce the dependence on car/vehicle access and provide opportunities for people to live closer to and on the main street.
- Co-ordinate all future main street urban design initiatives to ensure they reflect the strategies and actions of the place management framework and business plan.

- Rigorously assess all proposed urban design and public realm improvement upgrades to ensure they reflect the desired place managed outcome, that is an economically, socially and environmentally sustainable main street
- Promote walkability as part of the distinctive offer.
- Improve accessibility and parking for vehicles towing caravans, look at widening footpaths and creating more space for outdoor activity

NEXT STEPS

DRAFT TERMS OF REFERENCE FOR THE APPOINTMENT OF A 'TOWN TEAM'.

Terms of Reference (TOR) will be modelled on Council's Development Assessment Panel Terms of Reference and other relevant constitutional rules and regulations which include the ECBAT constitution.

The TOR should consider such matters as conditions of appointment, potential for remuneration and constitutional requirements for an incorporated body to be established, with members who are appointed for a defined period to hold office on behalf of the community.

The 'Town Team' will act in an executive capacity supporting the role of Council in representing the broader constituency of members, i.e. the community of Eudunda. This is in contrast to a Mainstreet Committee which typically represents the more focussed interest of property landlords and traders.

Vacancies for membership of the 'Town Team' should be advertised and applications assessed with the assistance of the Steering Committee to ensure a broad cross section of the community, representing the values required for a sustainable mainstreet, are appointed.

Constitutional requirements can be drafted once the 'Town Team' is appointed. Assistance will be sought on obligations and requirements for the 'Town Team' to lawfully operate.

APPOINTMENT OF A 'PLACE MANAGER'

The 'Place Manager' will provide advice and guidance to the 'Town Team'. The 'Place Manager' will provide professional and best practice input into the further development of the Place Management Framework. The position will initially be on a part time basis (1-2 days per week).

APPENDIX

02. STAGE ONE SUMMARY REPORT_NURRIOOTPA



SUMMARY

This report

- Summarises the outcomes of the first stage of a two stage process to deliver a pilot Place Management Framework for the main street of Nuriootpa.
- Gives consideration to and direction on the next step (Stage 2) in the development of a Place Management Framework for Nuriootpa. In particular, the development of a constituted and incorporated organisation, the 'Town Team', comprising of a cross-section of community members who will be appointed to further develop and implement the Nuriootpa Place Management Framework.

A copy of the outline methodology for the development of a pilot Place Management Framework is appended for consideration.

BACKGROUND

The concept of a pilot study for a Place Management Framework for Nuriootpa main street has been considered and discussed over the last 12 months between Stuart Heseltine, Place Management Consultant, the RDA Barossa, the Barossa Council and the Chairman of The Community Co-operative Store (Nuriootpa) (the 'Co-Op').

These discussions resulted in a presentation at a one day forum held in Tanunda in November 2011 about the role and opportunities that place management offers in delivering more sustainable, resilient and active and vibrant main streets. Continued interest in further exploring the concept of place management resulted in Stuart Heseltine, Place Management Consultant, being appointed by the RDA Barossa to:

- develop an outline methodology for the delivery of a Nuriootpa Place Management Framework to act as a pilot study for the region; and
- implement Stage One of the outline methodology.

A considerable number of supplementary reports and presentations have been prepared during the course of the pilot study which have been invaluable in outlining the benefits of place management and whilst it is not intended to repeat the information contained in those reports here, copies of these reports and presentations can be made available on request.

STAGE ONE METHODOLOGY

An invited Steering Committee, comprising local business and community interest, were appointed to guide the delivery of Stage One of the study; attendees at the two Steering Committee meetings included:

Cameron Ashmead, Principal, Elderton Wines, Nuriootpa

Ian Baldwin, Acting Chief Executive, Barossa Council

Jeremy Blanks, Chief Executive, Beckwith Park, Nuriootpa

Craig Grocke, Manager, Economic Development, RDA (Barossa)

Chris Linden, General Manager, the Vine Inn Hotel, Nuriootpa

Chris Linke, Proprietor, Linke Bakery Nuriootpa

Graeme Longmuir, Chief Executive, the Community Co-operative Store, Nuriootpa

1) Steering Committee #1

At its first meeting the Steering Committee received a short presentation from Stuart Heseltine where an outline project methodology was tabled, discussed and subsequently adopted.

It was agreed that for Stage One the project that is the pilot Place Management Framework would adopt the working title of 'Nuriootpa 2020'.

2) Steering Committee #2

At the second meeting the Steering Committee were invited to participate in a workshop exercise where the objectives for a Place Management Framework were identified, a draft vision developed, and outline strategies for 'Nuriootpa 2020' considered.

The workshop activity sheets are appended for consideration.

IDENTIFYING OBJECTIVES

At the workshop, the participants presented the following key objectives which have been collated under headings that recognise the core values and qualities which underpin sustainable main streets and town centres.

They can be aptly summarised in the following statement; 'Nuriootpa 2020' must **enhance the diversity and celebrate the distinctiveness of the main street offer.**

OBJECTIVE: ECONOMIC SUSTAINABILITY

The Steering Committee want a main street that.....

- Has a retail offer which meets and excites the expectation of visitors and tourists.
- Attracts a wider mix of businesses and fosters a growth in businesses that are sustainable.
- Is not based solely on 'generic' goods and services; the offer has to express the cultural diversity and heritage of both the township and the Barossa Region. The offer has to be distinct from a typical shopping mall experience.
- The main street has to continue to provide the essential core businesses and activities but also build a new and unique boutique brand.
- Learns from other similar townships and main streets that have successfully implemented a place managed process.

OBJECTIVE: SOCIAL SUSTAINABILITY

The Steering Committee want a main street that.....

- Is inclusive and welcoming, offering something for everyone.
- Is a 'foundation' destination for the community, more than just a commercial or retail activity centre.
- Replaces restrictive by - laws and statutory regulations with codes of 'socially acceptable behaviour'.
- Is culturally diverse and proudly promotes the historical legacy and heritage of both the township and the Barossa Region.

OBJECTIVE: GOVERNANCE

The Steering Committee want a main street that.....

- Has a bottom up 'community' management style with real, not perceived, powers.
- Doesn't exclude land use activities and opportunities on the basis of poor economic performance, socioeconomic, gender or 'environmental' grounds alone.
- Is driven through management practices which are underpinned by code of ethics and standards of behaviour and not just prescriptive planning regulations.
- Strengthens collaboration with government to work on removing the barrier(s) which prevent social and economic change.
- Delivers equity in the day to day activity of traders, council, key stakeholders and government agencies.

OBJECTIVE: ENVIRONMENTAL SUSTAINABILITY

The Steering Committee want a main street that.....

- Establishes Nuriootpa as a meeting place recognising that the name Nuriootpa is believed to have originated from indigenous references to a 'place off/for meeting and gathering'.
- Reinforces the township's 'walkability' and connectivity with the linear park and Tolley Reserve.
- Utilises underused and vacant built form along and immediately behind the main street.
- Develops the sensory experiences, for example, the main street should have a 'home baked' kitchen smell.
- Affords the opportunity for improved pedestrian access, outdoor dining and the minimal intrusion of vehicles and parked vehicles.
- The public realm should be celebrated through permanent and temporary public art and entertainment.

VISION

There was agreement that a vision for 'Nuriootpa 2020' should be short and succinct and embrace all facets of what Nuriootpa does, could and should offer.

A consensus was reached that the vision statement, 'I'll meet you in Nuri' should be adopted; however, it was acknowledged that the potential should exist for it to be modified later in the study.

ESTABLISHING KEY STRATEGIES

The following strategies were presented and discussed by the workshop participants. They are not intended to be either an exhaustive or a complete list of strategies, but more an initial first attempt, and 'Terms of Reference' for Stage Two of the study.

ECONOMIC STRATEGIES

- Up - skill business operators and enable them to provide enhanced and personalised customer service.
- Maximise the potential for and harness the power of social media, i.e. the 'High sTweet' offer.
- Establish land use activities that are 'regional attractors' in the area, for example health and welfare and social services; the diversity of the offer will deliver the desired increase in community investment.
- Develop a comprehensive calendar of events needs to support the day to day retail and commercial activities.
- Harness the potential offered by the seasonal influx of migrant workers from overseas. Often well-educated and articulate they are a huge potential asset which can assist in shaping and revitalising main street activity. Their presence injects cultural diversity and variety.
- A detailed business plan and considered business case needs to be presented as an integral part of the Place Management Framework. The business case has to clearly articulate the purpose for and rationale behind implementing a Place Management Framework.

SOCIAL STRATEGIES

- Develop a mechanism for engagement which goes beyond business, industry and government and embraces not for profit organisations, a strategy to empower the 'collective community'.
- Provide a safe place(s) with a night time and daytime welcome and function.
- Undertake a rigorous and comprehensive sustainability audit, i.e. more than just the physical assets of the main street, but also the social and community assets, heritage and cultural assets and economic assets.
- Ensure that place management actions are demographically and socioeconomically inclusive.
- Identify and harness the creative power of the whole community, young and old and give the individual and collective a voice.
- Develop guidelines to implement a code of socially acceptable behaviour.

GOVERNANCE STRATEGIES

- Develop an inclusive and broad based 'Town Team' with the necessary degree of authority to implement a considered, sustainable and attainable Place Management Framework.
- Support the executive role of the 'Town Team' with a suitably qualified 'Place Manager.'

- Develop a mentoring and educational program for the 'Town Team' members.
- Ensure the 'Town Team' are accountable to its constituents, i.e. the community.
- Review current legislative frameworks, e.g. the Development Plan and remove impediments to delivering the stated objectives.
- Build a knowledge base of 'world's best practice'.

ENVIRONMENTAL STRATEGIES

- 'Activate' vacant premises which front the mainstreet creating diverse and engaging retail, social and not for profit land use activities. Activate laneway spaces focusing on the adaptive re-use of underutilised garages.
- Re-awaken the social meaning and function of the main street – the 21st Century 'Agora'.
- Review the current offer in the existing built form and recognise its strengths and weaknesses
- Reduce the dependence on car/vehicle access and provide opportunities for people to live closer to and on the main street.
- Co-ordinate all future main street urban design initiatives to ensure they reflect the strategies and actions of the place management framework and business plan.
- Rigorously assess all proposed urban design and public realm improvement upgrades to ensure they reflect the desired place managed outcome, that is an economically, socially and environmentally sustainable main street
- Promote walkability as part of the distinctive offer.

NEXT STEPS

DRAFT TERMS OF REFERENCE FOR THE APPOINTMENT OF A 'TOWN TEAM'.

Terms of Reference (TOR) will be modelled on Council's Development Assessment Panel Terms of Reference and other relevant constitutional rules and regulations which include the Nuriootpa Regional Community Association (NURCA) constitution.

The TOR should consider such matters as conditions of appointment, potential for remuneration and constitutional requirements for an incorporated body to be established, with members who are appointed for a defined period to hold office on behalf of the community.

The 'Town Team' will act in an executive capacity supporting the role of Council in representing the broader constituency of members, i.e. the community of Nuriootpa. This is in contrast to a Mainstreet Committee which typically represents the more focussed interest of property landlords and traders.

Vacancies for membership of the 'Town Team' should be advertised and applications assessed with the assistance of the Steering Committee to ensure a broad cross section of the community, representing the values required for a sustainable mainstreet, are appointed.

Constitutional requirements can be drafted once the 'Town Team' is appointed. Assistance will be sought on obligations and requirements for the 'Town Team' to lawfully operate.

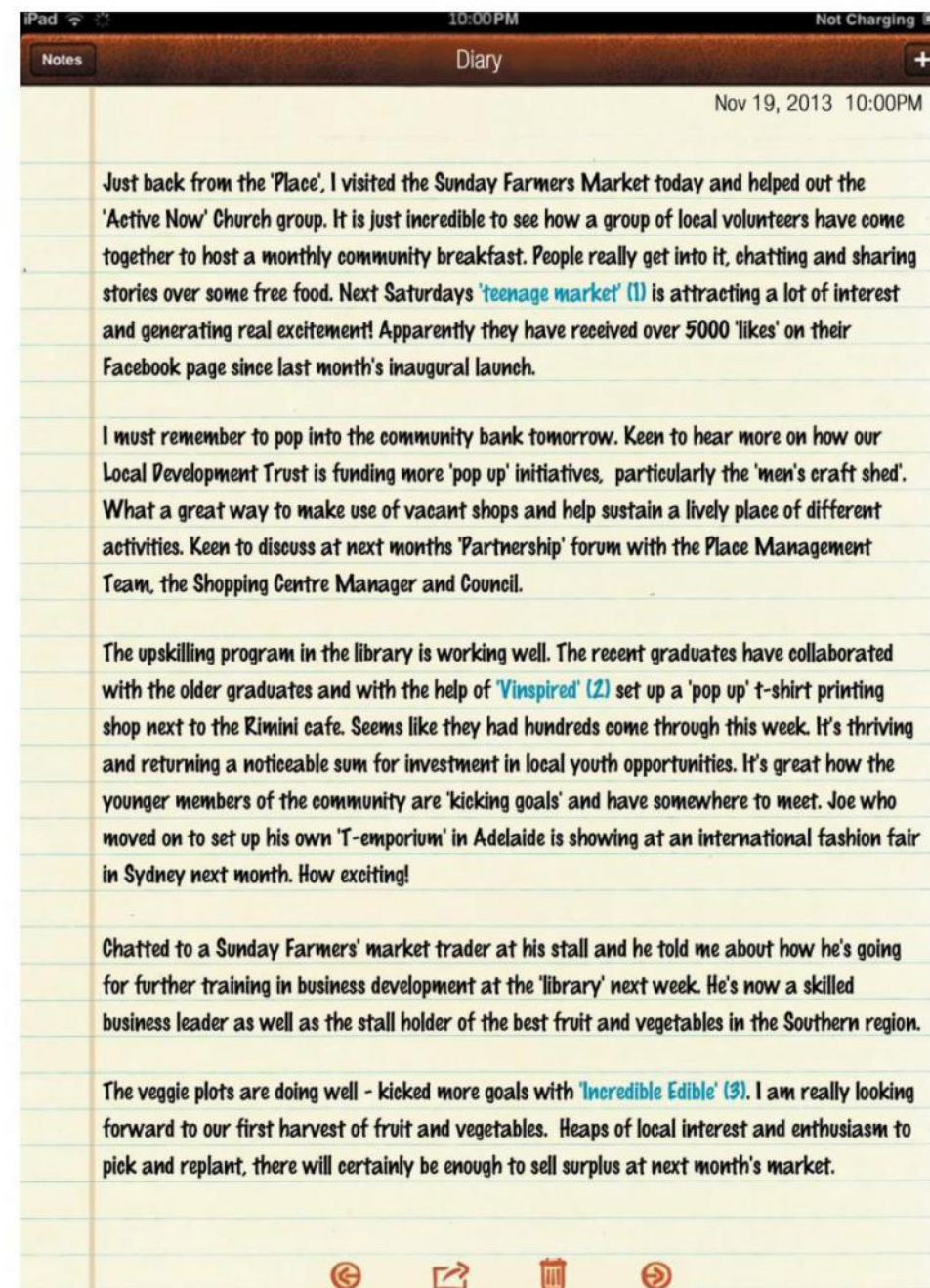
APPOINTMENT OF A 'PLACE MANAGER'

The 'Place Manager' will provide advice and guidance to the 'Town Team'. The 'Place Manager' will provide professional and best practice input into the further development of the Place Management Framework. The position will initially be on a part time basis (1-2 days per week).

APPENDIX

HALLETT COVE CENTRE 'THE PLACE'

PLACE MANAGEMENT FRAMEWORK STAGE ONE SUMMARY REPORT - APRIL 2013 FINAL



A day in the life of a Hallett Cove Resident

(1) <http://www.theteenagemarket.co.uk/>

(2) <http://vinspired.com/>

(3) <http://www.incredible-edible-todmorden.co.uk/>

DEFINITIONS



To first clarify a few key words used throughout the report:

The Hallett Cove Shopping Centre refers to the retail facility that already exists.

The Hallett Cove Library, Business, Community (LBC) refers to the new proposed facility.

The Hallett Cove Centre or 'The Place': a reference to the contextual setting, that is the space surrounding and between the buildings. Through a Place Management Framework the community will attain 'stewardship' of and over 'The Place' working collaboratively with the Shopping Centre, and LBC managers, the Church 'custodians' other relevant stakeholders and Council.

STAGE ONE SUMMARY REPORT

Hemisphere Design was appointed by the City of Marion to guide and facilitate the delivery of the first stage, of a two stage Place Management Framework for the Hallett Cove Centre, Hallett Cove, Adelaide SA.

The objective of a Place Management Framework is to define and shape the activities of the public realm through an inclusive community led 'stewardship' model of governance. A Place Management Framework affords the opportunity to consider a holistic approach where an autonomous and self-sustaining community partnership group works alongside other place 'custodians' i.e. the private sector, not for profit organisations and Council to achieve mutually beneficial 'place' outcomes.

This Stage One summary report outlines the activities undertaken and outcomes delivered by an invited community 'Steering Committee' in the development of a vision, and broad objectives and strategies for the implementation of a successful Place Management Framework at the Hallett Cove Centre.

The desire to investigate the potential role and opportunities delivered through a Place Management Framework was triggered by Council undertaking an exciting initiative to deliver a new community enterprise at the Hallett Cove Centre - the Hallett Cove Library, Business, Community (LBC) will comprise of:

- A new upgraded library;
- A community hall and enterprise centre;
- Meeting rooms and training suites.

The proposed Hallett Cove LBC is due for completion in late 2014.

Whilst Council will acknowledge that they are delivering what will be regarded as a benchmark community 'Facility', they are conscious that the 'Facility' alone will not guarantee the delivery of a holistic, unified, vibrant and resilient public realm, in essence a 'Place' outcome. Council recognised that as part of their commitment to deliver a new 'Facility' a 'Place' outcome was also needed, where the local community would be inspired to take a collective ownership and potential 'stewardship' of the public realm, a 'Place' where the 'theatre' of daily public life would be played out.

Hemisphere Design has worked with Council staff to develop an approach to undertaking a suitable Stage One Place Management Framework exercise which, through community participation has delivered a vision, with outline objectives and strategies. A considered Place Management Framework will engender community ownership and potential governance over the public realm.

THE APPROACH

A series of meetings were held preceding the commencement of the study where the aims and objectives of the Stage One exercise were clarified. Community participants who could potentially help inform and shape a vision were identified as suitable "Steering Committee" members for the Hallett Cove Centre.

Workshop #1 – Hallett Cove Baptist Church, 6th March, 2013

Invited attendees include:

'Steering Committee'

- Anahid Paichuk (Cultural diversity, arts and music)
- Bridget Hogg (HR, resident)
- Deb Strapp (Salvation army)
- John McCallum (Hallett Cove Shopping Centre)
- John Potter (Local resident)
- Joyce Browett (Library volunteer)
- Keith Noble (Sporting clubs)
- Kerrie Polkinghorne (Locals arts and music)
- Penny Rendle (Friends of the Hallett Cove Conservation Park)
- Van Kennewell (Hallett Cove Baptist Church)

The first workshop began with an introductory presentation on place management which included a methodology for the potential implementation of a Place Management Strategy (appended). For further clarification, a diagram illustrating how a 'Place Management Team' could work in a collaborative manner alongside other organisations at Hallett Cove and Council was drafted and discussed (shown below). The aims and objectives of the study were also discussed.



THE APPROACH CONT.

Workshop #2 – Rimini Cafe, 20th March, 2013

'Steering Committee' attendees included:

- Anahid Paichuk (Cultural diversity, arts and music)
- Bridget Hogg (HR, resident)
- Deb Strapp (Salvation army)
- Di (Proxy from Hallett Cove High School)
- Joyce Browett (Library volunteer)
- Keith Noble (Sporting clubs)
- Kerrie Polkinghorne (Locals arts and music)
- Kevin Wood (Pastor of Hallett Cove Lutheran Church)

With apologies from:

- John McCallum (Hallett Cove Shopping Centre) – however, John did provide commentary and suggestions via e-mail which have been considered in the drafting of this report.
- Van Kennewell (Hallett Cove Baptist Church)

The purpose of the second workshop was to develop a vision statement for the Hallett Cove Centre.

After feedback from the first workshop, the second workshop was constructed to run in a more informal, conversational style in preference to a more structured format of questions and answers. This worked extremely well, generating much discussion on the and attributes the 'Steering Committee' wished highlighted in the vision statement and the objectives they wanted to achieve through the Place Management Framework.

By the end of the session, it was evident that the previously unacquainted group had come together and were sharing a mutual desire to deliver an appropriate vision, objectives and outline strategies; a desire which in time will assist in fostering a sense of ownership of 'The Place'.

At the end of the workshop a chairperson was elected from within the 'Steering Committee' to oversee the final and any potential future meetings. The first decision on the agenda was to find a more suitable date, time and venue for the following meeting; in our opinion this was a significant indication that the 'Steering Committee' had taken the first steps in establishing a management partnership to take ownership of 'The Place'.

The activities from workshop two have been appended.

The outcomes of these workshop activities are presented in the following pages.

VISION STATEMENT

*...‘The Place’, it is how we express ourselves –
A welcoming, caring and inclusive community.*

“No barriers – building, belonging.”



IDENTIFYING OBJECTIVES

At the second workshop, the participants presented the following key objectives which have been collated under headings that recognise the core values and qualities which underpin sustainable ‘places’.

Social sustainability

The ‘Steering Committee’ want a ‘Place’ that...

- Creates an environment that is accepting and not judgmental.
- Is ‘outreaching’ – capturing and caring rather than simply expressing an invitation to be included.
- Promotes healthy experiences, well-being, fun and enjoyment.
- Creates an environment where we promote the equitable sharing of space with the ability to respect an individual’s social and physical needs.
- Has a vision with strategies and actions to empower young people.
- Gives an inclusive experience, inviting all to come, participate and be rewarded.
- Is a ‘foundation’ destination for the community, more than just a library or business hub.
- Is a ‘must go to’ place where people feel like they are ‘missing out’ if they aren’t there.



IDENTIFYING OBJECTIVES

Economic sustainability

The 'Steering Committee' want a 'Place' that...

- Is a 'costless' experience – an invitation that is extended to those without disposable income as well as those who do.
- Will have retail and commercial activity which attracts, meets and excites the expectation of visitors and tourists.
- Will have unique retail that expresses cultural diversity and the heritage of the township and region.
- Will offer earning opportunities (for the community of Hallett Cove, without compromising the commercial operation of the Hallett Cove Shopping Centre)¹.
- Will provide a community benefit (that delivers long term place resilience)¹.
- Will be self-funded (and support Community Economic Development opportunities which result in financial returns and dividends that deliver Place Management activities)¹.
- Will capture the potential of new emerging and growing local industries.
- Will be known as generous and hospitable place.
- Learn from other similar townships that have successfully implemented a place managed process.



¹ Clarification by Hemisphere Design

IDENTIFYING OBJECTIVES

Governance

The 'Steering Committee' want a 'Place' that...

- Will have a bottom up 'community' management style with real not 'tokenistic' powers.
- Will have a collective management style that works 'hand in hand' with Council.
- Trains and upskills members of the partnership board and others in the community who participate.
- Builds a knowledge base of best practice and learns from other successes and failures.
- Doesn't exclude land use activities and opportunities on the basis of poor economic performance, socioeconomic, gender or 'environmental' grounds alone.
- Becomes acknowledged as a leader in best practice – mentoring and enabling others in SA, Australia and beyond.
- Plans for the future, enabling young people to have a vision and express an opinion.
- Is formal in the way it conducts business yet casual in its management style.
- Is approachable and caring.



IDENTIFYING OBJECTIVES

Environmental sustainability

The 'Steering Committee' want a 'Place' that...

- Will become the 'heart' of Hallett Cove.
- Affords the opportunity for improved pedestrian access and the minimal intrusion of vehicles and parked cars whilst still offering easy and convenient access.
- Will be active and attractive and celebrate our proud history and legacy.
- Has edible, useful crops for a community vegetable garden rather than ornamental plants.
- Celebrates the public realm through permanent and temporary public art, festivals and community entertainment.
- Is a 24/7 experience (creating a vibrant public realm during the day and through the early evening)¹.
- Will embrace all links to it's surroundings and the community.
- Will demonstrate leading edge environmental strategies.
- Will be nominated as a green friendly building with community approval.



¹ Clarification by Hemisphere Design

STRATEGIES

Social sustainability

- Provide a safe place with a night time and daytime welcome and function.
- Ensure that place management actions are demographically and socioeconomically inclusive.
- Identify and harness the creative power of the whole community, young and old and give the individual and collective a voice.
- Build on local skills and knowledge in the creative arts, upskill volunteers who are willing to offer a service to the community.
- Develop a strategy which promotes art as community capacity building exercise.
- Build relationships with regional academic institutors who can offer support.
- Create a mentoring program for young men through a 'men's shed' initiative.
- Collaborate with local churches to establish community events that reach out to people in need.

Economic sustainability

- Maximise the potential for and harness the power of social media, such as Facebook and Twitter.
- Develop a comprehensive calendar of events to support the day to day occupation of the space.
- Explore the potential to collaborate with the Hallett Cove shopping centre and local banks to establish a community bank which delivers dividends to the community for community initiatives.
- Develop a 'training hub' for local youth focusing on new emerging industries and 'pop up' stores.
- Empower the young people and provide them with the needs and support to start their own 'pop-up' businesses. i.e a teenage market.
- Develop a detailed business plan and considered business case needs to present as an integral part of the Place Management Framework. The business case has to clearly articulate the purpose for and rationale behind implementing it.

STRATEGIES

Governance

- Develop an inclusive and broad based Management Partnership Team with the necessary degree of authority to implement a considered, sustainable and attainable Place Management Framework.
- Support the executive role of the 'The Place' Management Partnership Team with a suitably qualified 'Place Manager'.
- Develop a mentoring and education program for the Management Partnership Team members.
- Ensure the 'The Place' Management Partnership Team is accountable to its constituents, i.e. the community.
- Build a knowledge base of the 'world's best practice' in place management.

Environmental sustainability

- Replace ornamental vegetation with edible crops.
- Promote walkability as part of the distinctive offer.
- Celebrate the public realm through permanent and temporary public art instalments, festivals and community entertainment.
- Install lighting to improve safety at night, creating the opportunity for the centre to be a 24/7 experience.
- Re-awaken the social meaning and function of a community shared space – the 21st century 'Agora'.
- To lead by example and utilise leading edge environmental strategies - i.e. solar lighting, full recycling waste management, paperless administration, etc.

NEXT STEPS

The 'Steering Committee' will conclude Stage One activities by seeking Councils' endorsement of the vision, objectives and strategies outlined in this report. The 'Steering Committee' will seek Council's approval for Stage Two of the Place Management Framework to commence with professional support and guidance.

The 'Steering Committee' anticipates that Stage Two will commence in July this year (2013) with a call for nominations/expressions of interest to join the remaining committee members in constituting and formalising a Management Partnership Team for 'The Place'. The Management Partnership Team replaces the 'Steering Committee', members of the Management Partnership Team will be required to demonstrate a passion for and commitment to working collaboratively with Council, existing stakeholders and most importantly the community in the further detailing and development of actions to guide Stage Two of the Place Management Framework. A Place management Framework to deliver a resilient Hallett Cove Centre 'The Place' will be developed over an 18 to 24 month period.

Totally Locally

INVEST IN YOUR TOWN - INVEST IN YOUR FUTURE

Chris Sands

Twitter @totallocalhero
#TotallyLocally

**YOU ARE
THE 'THEY'**

in the

***'They should
do something
about that'.***



THEGOODCOMPANY
BRANDS PEOPLE PLACES

but why I'm here is...

Totally Locally

invest in your town - invest in your future

The problem:

Big National & Multi Nationals now realise that the unique selling point of small, independent businesses is what people want.

The big guys are now throwing cash at pretending they are “local & care about your community” when if you look at the economics of them you will see that it doesn’t stack up.

We’ve labelled it ‘Faux-Local’ or even ‘Faux-cal’.

The small independents had a problem

- no marketing budget to express their uniqueness and why people should support them, for true value - both in cost but also in the wider cost to the places we live.

Totally Locally is increasingly being seen as the concept and brand for them to do just that!



Vince Cable, Secretary of State for Business, Innovation and Skills. Last Weekend came to Teddington specially to look into it.

WHY SHOULD YOU CARE?!

Michael & Paddy of Trinagle Emporium Post Office who work with and support 29 other local businesses, including....



Lottie Shaws - who support 20 local businesses ...



Pextenement Cheese - who support 23 local businesses ...

So if that's an average - 600 local businesses are affected at just one level of the chain when you support local independent shops!

We've on some awards.

Winner of APSE (Association of Public Service Excellence) Award 2013 -

Best Community & Neighbourhood Initiative in the UK - Valley of Lights

Winner of The International Association of Town Centre Management (ATCM) Action Award 2011

for best marketing and branding strategy to increase vitality and viability into town and city centres.

Winner of The Government's Yorkshire & Humber Making a Difference Award 2011

For Outstanding Response to The Economic Downturn

Totally Locally Market - Winner of NABMA (National Association of Market Authorities)
Best Small Specialist Market Award 2011 (in association with Brighthouse Business Initiative)

I was honoured to be given an Inspire Award by Calderdale College and partners, alongside Christopher Bailey OBE of Burberry & Pam Warhurst of Incredible Edible.

WHAT IS TOTALLY LOCALLY?

**A Free, Multi Award Winning,
Open Source marketing Kit
for any town to download and use.**

IT'S A WELL THOUGHT OUT, STRATEGIC BRAND CAMPAIGN.

JUST LIKE THE BIG GUYS PAY A FORTUNE FOR. BUT IT'S FREE FOR ANYONE TO USE.

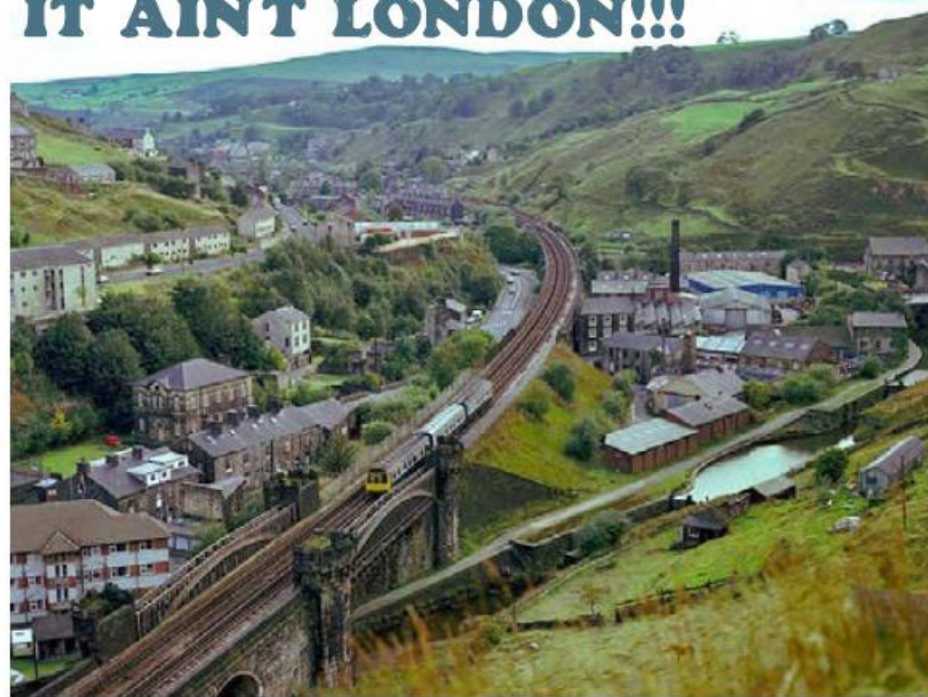
**AND IT REALLY IS FREE -
REALLY!**



It Started Here - Calderdale



IT AIN'T LONDON!!!



CALDERDALE - 6 towns

HALIFAX, TODMORDEN, HEBDEN BRIDGE, SOWERBY BRIDGE, ELLAND, BRIGHOUSE

all completely different.

Hebden Bridge- 'Britalin's Coolest Town' The Sunday Times Full of BBC & Actor types!

Elland - A working town (shops close on Saturdays!) fairly deprived.

Sowerby Bridge - has been a poor town but changing into a vibrant night time economy.

Halifax - a big centre of Finance & Industry, stunning architecture, could do with an ego boost!

Todmorden - A gritty hill town, home of Incredible Edible

Brighouse, - one of the top 5 most improved towns in the UK, but not flash - at all!

It's an area of no nonsense, hard working Yorkshire people.



**Built on mills and factories
the cotton and cloth industry
the industrial revolution**

**It's an area that's had it's fair share of
radicals, and it's had a bit of a downer
on itself for many years.**

but that is changing fast!

**So we thought if we could
make something that would
work across all those towns,
it could work anywhere.**

SURELY.....

so we made Totally Locally...

All About People

All About Service

All About Quality

All About Pride

**All About Investing In Where You Live
To Make It A Better Place**

**We Didn't Do Save Our Shops Or
Use Us Or Lose Us!**

'Totally Locally Is Relentlessly Positive!'

Yorkshire Post

And That Worked.....

It worked so well that we were asked over and over if other towns could use it.

After a while we decided to give it away for free.

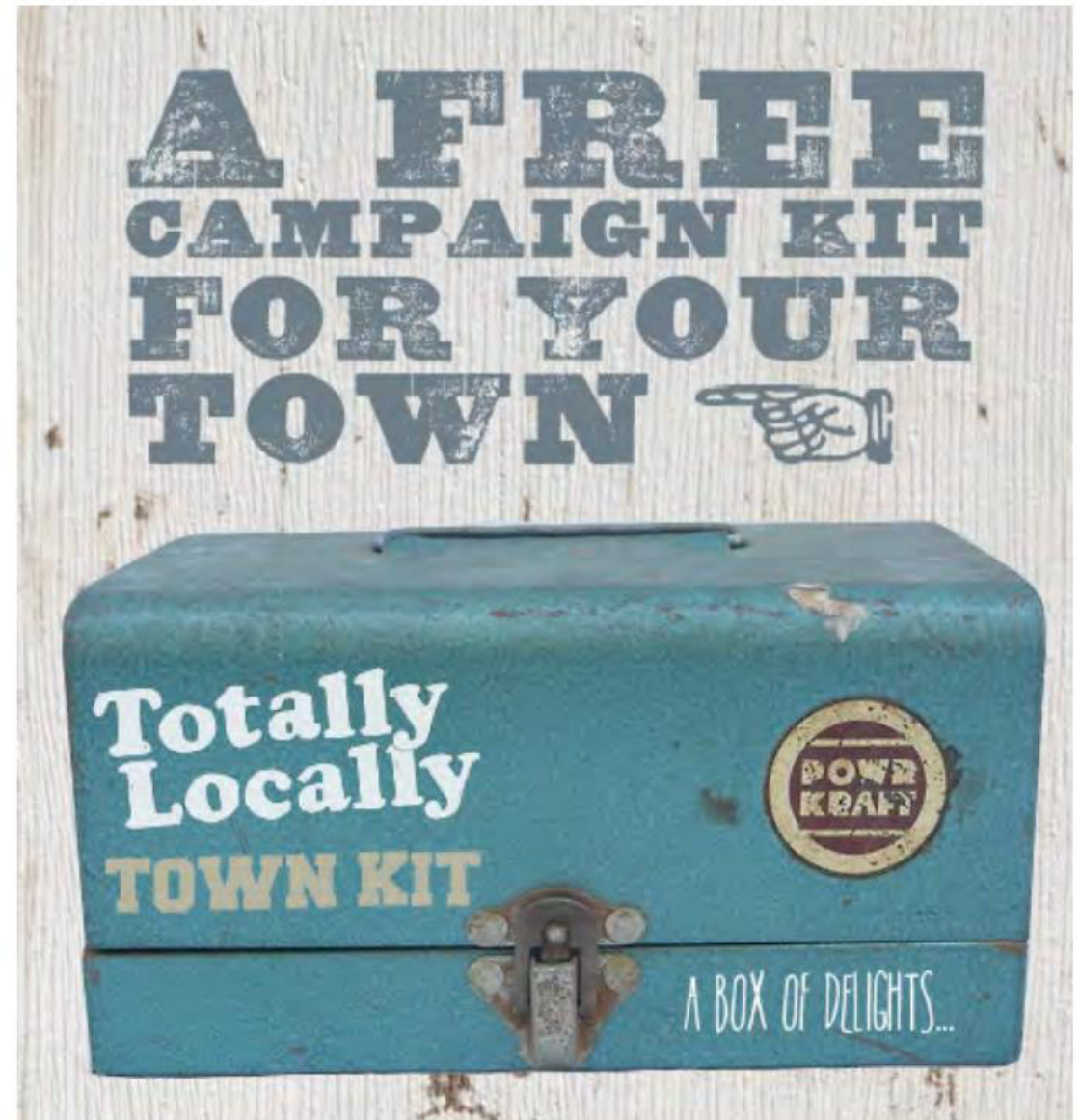
Just to see what would happen!

**A Free, Multi Award
Winning, Open Source
Marketing Kit for any
town to download
and use.**

INCLUDES

A STEP BY STEP GUIDE, from getting interest, to first meeting, to town launch, initiatives, Fiver Fest, Magic Tenner plus loads more.

TEMPLATES for all print, ideas on how to fund, website templates, online forum for towns to ask and to share.



IT'S INSPIRED Markets, Festivals, Pop Up Shops, Co Working, fighting parking fees, food festivals, and even a newly formed arts & crafts guild.

IT'S IN 50 TOWNS in the UK, and growing weekly

AND IT'S HAD A HUGE IMPACT on Waiheke Island in New Zealand and is starting in towns in Australia & America.



Celebrating our hidden gems

If every adult on Waiheke spent just \$10 in their local shops instead of online, in Auckland or in the big Supermarkets, that would mean an extra \$3.36 million dollars per year going into the local economy.

The Island Coffee Roastery

Island Coffee is a unique spot where you can pop in for a great coffee and smell the beans roasting at the same time. (seriously!)

The Roastery is wonderfully welcoming and I love the communal table where you get to know someone new in the community.

During June and Stephen are the perfect hosts and I always feel a little bit happier for having stopped in.

Sarah Bean of the Island Coffee Roastery, 'wonderfully welcoming.'

GULF NEWS

Proudly supporting local business on Waiheke since 1973

Had great service. Someone went above and beyond. Went in seeking, here acknowledged!! Email your hidden gems to Kelly 097totallyLocallyWaiheke.co.nz

TOTALLY LOCALLY

**It's based on a quote by one
of America's most celebrated
authors.....**

**Unless someone like
you cares a whole
awful lot,
nothing is
going to get
better.**

It's not.

**The Lorax
by Dr Seuss**





“We’ve been trying to get Island people to re-think our local shops for 25 years - unsuccessfully. With Totally Locally it finally worked!”

Liz Waters - Editor Gulf News, Waiheke Island, N.Z.

“Totally Locally gave Leek the confidence to start to become the town it has deserved to be for a long time. It didn’t like itself.

Leek is now in a position where many neighbouring towns are looking to us wanting to replicate our success.

It’s won an award from Action for Market Towns, and is a front running town in the Daily Telegraph’s UK High Street of the Year campaign.

All because we became Totally Locally Leek.”

Marc Briand - Totally Locally Leek

**LEEK SHOPS
OPEN ON
SUNDAYS
SHOCK!**

**TOTALLY LOCALLY
SUNDAY
SUPPLEMENT**
PRICE nowt but a bit of love for Leek

**Introducing the
DISLOYALTY
CARD**
buy somewhere
else & we'll give
you a freebie

**LAZY
DAY**
SHOPPING
EATING
WANDERING
TALKING
BROWSING
SUNDAY
IN OUR
TOWN

**Exciting
STUFF
FROM
WHERE
YOU LIVE**

EVERY 1st SUNDAY FROM 1st JULY 2012



“Teddington residents have remarked that Totally Locally has drawn their attention back to the high street and seen many rediscover places that they usually walk past out of habit, also businesses have seen new customers returning after their first visit during FiverFest”.

Simon Walden - Totally Locally Teddington



WHY IS TOTALLY LOCALLY DIFFERENT?

It's about People Power

**No rules, no red tape, no politics,
no old scores to be settled**

No 'What's in it for me?'

**No local authority
or business associations**

**No paid membership
in fact no ACTUAL membership**

**No committees, no chairman,
and DEFINITELY no minutes!**

IT'S ABOUT

Having some fun

Promoting each other

Loving where you live

Meeting in pubs

Mad ideas

**Making friends with people
who are like you.**

most of all.....

**It's about people like
you, just doing it!**

**No permission needed.
Not from anyone.**

**And absolutely anyone can join
at any time**

**even if they said it was rubbish
at the beginning!**

as long as they aren't part of a national chain



You are the THEY
in the

***'They should do
something about that'.***

It's not targeted at changing businesses and making shops better. That's insulting to the owners!

It's about engaging with the public, and telling them that if they do a tiny thing their town will be a nicer place to live.

And then it's followed by lots of key messages.

**If every adult in Calderdale
spent just £5.00
per week extra in our local shops
& businesses, instead of going online or
outside the area, it would mean an
extra £40 million a year
going into our local economy!**

**Which means more jobs, nicer facilities &
a better future for our towns. Makes you
think doesn't it?**

Makes it easy.

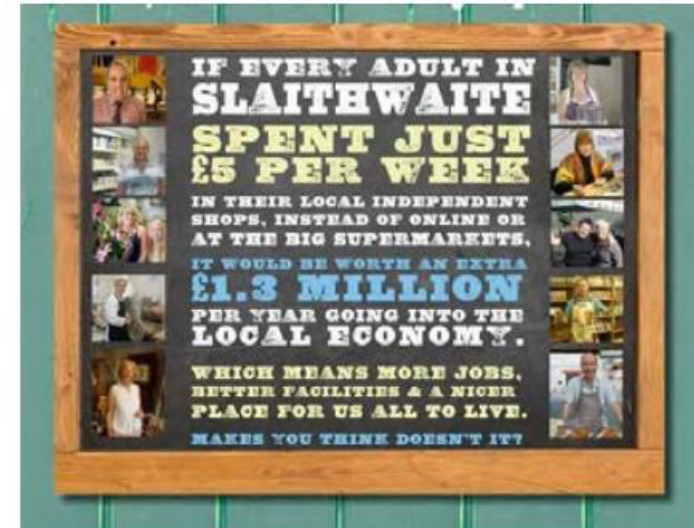
“I can do that!”

It worked.....

.....and it has spread.



**Over
50 towns
in the UK
use this
message!**



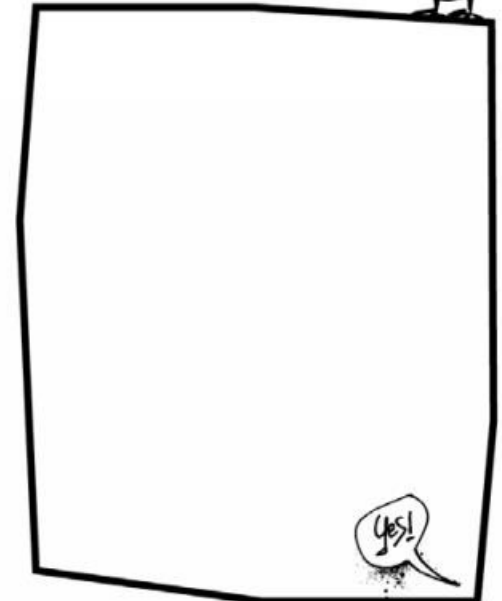


**TOTALLY LOCALLY
FIVER
FEST**

LOADS OF AMAZING & SPECIAL OFFERS FROM
FOREST HILL'S INDEPENDENT SHOPS & BUSINESSES.

AROUND TOWN & AT www.totally-locally.co.uk

OUR
FIVER
OFFER IS: 



HAVE A
TotallyLocally
HELENSBURGH
TIME

INVEST IN YOUR TOWN - INVEST IN YOUR FUTURE

to see other cracking
FIVER FEST OFFERS
from around HELENSBURGH visit:

WWW.TOTALLY-LOCALLY.CO.UK

AND CLICK ON THE HELENSBURGH BANNER

INVEST IN YOUR TOWN - INVEST IN YOUR FUTURE



TOTALLY LOCALLY WEST BRIDGFORD FIVER FEST NOW ON!

LOADS OF AMAZING £5 SPECIAL OFFERS FROM WEST BRIDGFORD INDEPENDENT SHOPS & BUSINESSES.

WWW.TOTALLY-LOCALLY.CO.UK

If every ADULT in WEST BRIDGFORD spent just £5 per week in their local Independent Shops, instead of online or at the big supermarkets, it would be worth AN EXTRA £9.3 million per year going into our local economy.

WE'RE IN THE

TOTALLY LOCALLY \$10 TOWN

LOADS OF AMAZING \$10 SPECIAL OFFERS FROM WAIHEKE'S INDEPENDENT SHOPS & BUSINESSES.

AROUND TOWN & AT: www.totallylocallywaiheke.co.nz

OUR \$10 OFFER IS:

WHEAT REAPER
"a German-style weissbier"

2 x 500ml bottles for \$10

TotallyLocally

INVEST IN YOUR FUTURE - INVEST IN YOUR FUTURE

TO THE \$10 OFFER CHECKING \$10 TOWN OFFERS from around Waiheke, visit WWW.TOTALLY-LOCALLY-WAIHEKE.CO.NZ

SMILE IN YOUR FUTURE - SMILE IN YOUR FUTURE

WEEKS

All New Wine List Now Available

Totally Locally Fiver Fest

- * Pork Pie *
- * Pickles *
- * Pint of real ale *

£5 ALL DAY!

* Veggie option - selection of choice

Acoustic Music This Thursday
"The Jazz Dawgs"

2 weeks of fantastic **FIVER FEST** offers in Teddington: Feb 2013

150 Burgers & Chips
 50 Lunches
 180 Cupcakes
 160 PUZZLES
 59 Beauty Treatments
 50 Bouquets & Flowers
 80 Pairs of Socks
 132 Scented candles
 100 Boxes of chocolates
 5kg Coffee
 335 Litres of olive oil
 517 Breakfasts
 53 Teddington teddies



www.totallylocallyteddington.co.uk

Its not just
for shops....

A man with glasses and a dark hoodie over a yellow shirt is smiling and holding a white sign in a workshop. In the background, there is a large industrial furnace with a bright orange flame, a red gas cylinder, and various tools and equipment.

 We're A
Totally Locally
BURSLEM
Company 

DECLARATION OF INDEPENDENTS

WE ARE AN INDEPENDENT BUSINESS

We APPRECIATE
YOUR CUSTOM
WHEN YOU SHOP HERE YOU SUPPORT
THE PEOPLE WHO OWN & RUN THE
BUSINESS, NOT A BIG FACELESS
CORPORATION. **THANK YOU.**

WE PUT OUR MONEY WHERE OUR MOUTH IS

WE CHOOSE TO SPEND OUR MONEY
LOCALLY, WITH OTHER LOCAL
INDEPENDENT BUSINESSES IN OUR
TOWN - FROM SHOPS TO SUPPLIERS,
WINDOW CLEANERS TO ACCOUNTANTS
& ALL THINGS IN-BETWEEN.

BECAUSE SUPPORTING EACH OTHER
MAKES A THRIVING LOCAL ECONOMY,
& MAKES OUR TOWN A BETTER
PLACE TO LIVE, WORK & VISIT.

WE ARE UNIQUE
YOU WON'T FIND US ON EVERY
HIGH STREET - JUST THIS ONE.

WE CREATE REAL, LOCAL JOBS.

**SPENDING £10 WITH AN
INDEPENDENT SHOP, MEANS
UP TO £50 GOES BACK INTO
OUR LOCAL ECONOMY***

BY THE MONEY CIRCULATING ROUND & ROUND,
WHICH CREATES PROSPERITY AND MORE
JOBS - MAYBE EVEN YOURS OR YOUR
CHILDREN'S IN THE FUTURE. NICE!

*based on research by the New Economics Foundation - "Plugging the Leaks".

THANK YOU FOR SHOPPING WITH US

INVEST IN YOUR TOWN - INVEST IN YOUR FUTURE

this poster was brought to you by:

WWW.TOTALLY-LOCALLY.CO.UK

WE PAY FAIR TAXES.

WHICH MEANS WE SUPPORT OUR
LOCAL NHS, OUR COMMUNITY,
OUR SCHOOLS & OUR LOCAL
GOVERNMENT & SERVICES.

TELL US YOUR NAME, & WE'LL TELL YOU OURS!

WE WANT YOU TO LOVE OUR SHOP,
SO THAT YOU TELL OTHERS, AND
WE CAN BUILD A RELATIONSHIP
WITH YOU, GETTING TO KNOW
WHAT YOU LIKE & DON'T LIKE.

WE LOVE OUR TOWN

WE GET INVOLVED WITH LOCAL STUFF,
BECAUSE WE ARE PART OF THIS COMMUNITY.

The Manifesto



LIVE TOTALLY
SHOP LOCALLY
SAY SOMETHING GOOD
invest in your town
walk in that door you always pass
SLOW DOWN
BE A TOURIST IN YOUR OWN TOWN
find the value in the cost
EAT FOOD GROWN WITHIN
WALKING DISTANCE
get to know your baker
DISCUSS THE WEATHER
SEE WHAT'S ON YOUR DOORSTEP
DISCOVER YOUR COMMUNITY
ask an expert
FIND OUT WHO CAN DO IT IN
THE PLACE THAT YOU LIVE
Learn the name of
the person at the till
smell the fruit before you buy
find your favourite
place and tell
Someone else about it
SHOW YOUR KIDS THEIR FUTURE
LOOK UP & ADMIRE THE VIEW
ASK YOUR BUTCHER HOW TO COOK YOUR DINNER
make conversation with a stranger
FIND OUT WHAT'S MADE IN YOUR AREA
love where you live
invest in your future
WWW.TOTALLY-LOCALLY.CO.UK
MORE THAN JUST A SHOP LOCAL CAMPAIGN

SUNDAY SUPPLEMENT
LIVE TOTALLY
SHOP LOCALLY
SLOW DOWN
 Switch Off & Join In
MEET YOUR FRIENDS
HAVE A DAY TRIP
TO YOUR OWN TOWN
GROW YOUR COMMUNITY
Drink Tea
& Eat Cake
READ A PAPER
Have A Chat
LOVE SUNDAY
LOVE LEEK
WWW.TOTALLY-LOCALLY.CO.UK

RHAID BYW I'R EITHA'
SIOPWCH YN LLEOL
 DYWEDWCH RYWBETH DA
buddsoddwch yn eich tre
 ewch drwy'r drws na rydych chi bob amser yn mynd heibio iddo
ARAFWCH
 BYDDWCH YN DWRIST YN EICH TRE'CH HUN
CAEL HYD I'R GWERTH YN Y GOSI

BWYTEWCH FWYD WEDI'I
DYFU JEST LAWR Y LńN
DEWCH I NABOD EICH POBYDD

EDRYCHWCH A'R BETH
SYDD A'R STEPEN Y DRWS
A DARGANFOD EICH CYMUNED
gofynnwch i arbenigwr

CAEL GWYBOD PWY SY'N GALLU
EI WNEUD E YN Y FRO
 DYSGWCH ENW'R PERSON WRTH Y TIL
 GWYNTWCH Y FFRWYTHE CYN EU PRYNU
DEWCH A HYD I'CH HOFF LE A
DWEOD WRTH RYWON AMBANS

Dangoswch Eu Dyfodol I'ch Plant
COIWCH EICH PEN AC EIDMYGU'R OLYGFA
EDMYGU'R OLYGFA
 GOFYNNWCH I'CH CIGYDD SUT I GOGINIO'CH SWPER
 clonciwch gyda rhywun dierth
 CAEL GWYBOD WTH SY'N CAEL EI WMBD YN EICH PORN
CARWCH EICH BRO
buddsoddwch yn eich dyfodol

WWW.TOTALLY-LOCALLY.CO.UK
MWY NAG YMGYRCH SIOPA'N LLEOL YN UNIG

THE MAGIC TENNER

GOING
Totally Locally
CALDERDALE

**WHEN YOU
SHOP HERE
YOU SUPPORT**

 **29** 

**other local businesses
who supply & work with us**

THANK YOU - YOU SHOULD BE PROUD!

THE MAGIC TENNER
when you spend £10 with us,
up to £50 goes back into our local economy*

*Funded by The First Calderdale Foundation
an independent charity set up to help support and encourage local businesses to grow and prosper.

TO FIND OUT JUST HOW MUCH SHOPPING TOTALLY LOCALLY CAN AFFECT OUR TOWNS & VILLAGES
AND A BIT MORE ABOUT THE MAGIC TENNER VISIT:

WWW.TOTALLY-LOCALLY.CO.UK
INVEST IN YOUR TOWN - INVEST IN YOUR FUTURE

GOING
Totally Locally
CALDERDALE

**WHEN YOU
EAT HERE
YOU SUPPORT**

 **15** 

**OTHER LOCAL BUSINESSES
WHO SUPPLY & WORK WITH US**

IT ALSO MEANS YOUR FOOD IS FRESHER
& YOUR CARBON FOOTPRINT!

THANK YOU - YOU SHOULD BE PROUD!

THE MAGIC TENNER
when you spend £10 with us,
up to £50 goes back into our local economy*

*Funded by The First Calderdale Foundation an independent charity set up to help support and encourage local businesses to grow and prosper.

TO FIND OUT JUST HOW MUCH SHOPPING & EATING TOTALLY LOCALLY CAN AFFECT
OUR TOWNS & VILLAGES AND A BIT MORE ABOUT THE MAGIC TENNER VISIT:

WWW.TOTALLY-LOCALLY.CO.UK
INVEST IN YOUR TOWN - INVEST IN YOUR FUTURE

**NO
ADVERTISING**

**unless you
want to
advertise
someone
else's
business....**

**for free of
course!**

TotallyLocally HIDDEN GEMS



ODDS & BUDS

Odds and Buds pride themselves on their stunning floral arrangements. Their team of florists love creating pieces in a wide array of styles, from traditional country flowers to contemporary work using exotic blooms, and are never happier when the shop is brimming with a colourful range of flowers.

Seasonal flowers are sourced from local growers, giving you freshness and quality.

some stuff in the kit

Some Stuff We Provide...



Town banner.



Launch posters.



we're going **local** locally.



Totally Locally Times



**Magic Tenner
Posters.**

Manifesto.



- Shop stickers.



A3 Signs.

- Info leaflets.



Lovely Badges



Bags.



Shop Suggestion Cards

Hidden gem
postcards.

Lovely Badges

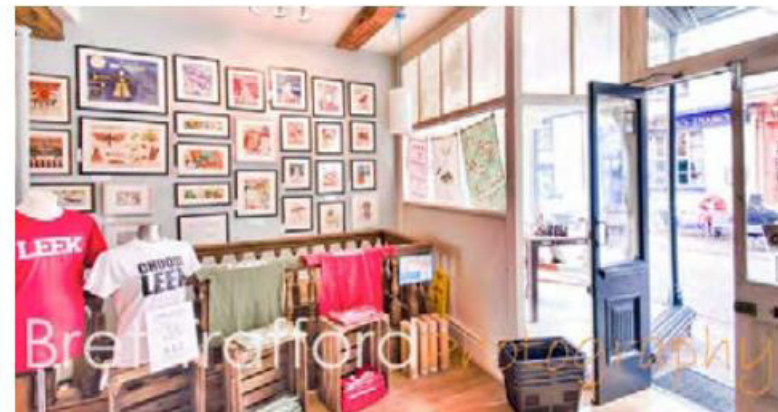
and other people have added things



**Average cost to run Totally Locally
in a town for one year - £800**
(not including beer money)



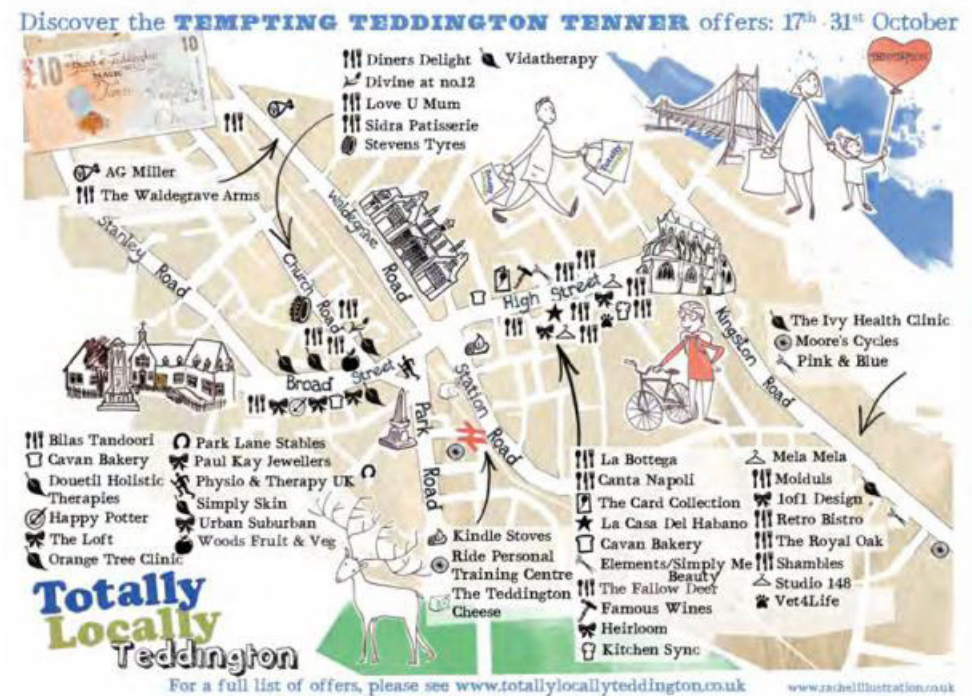
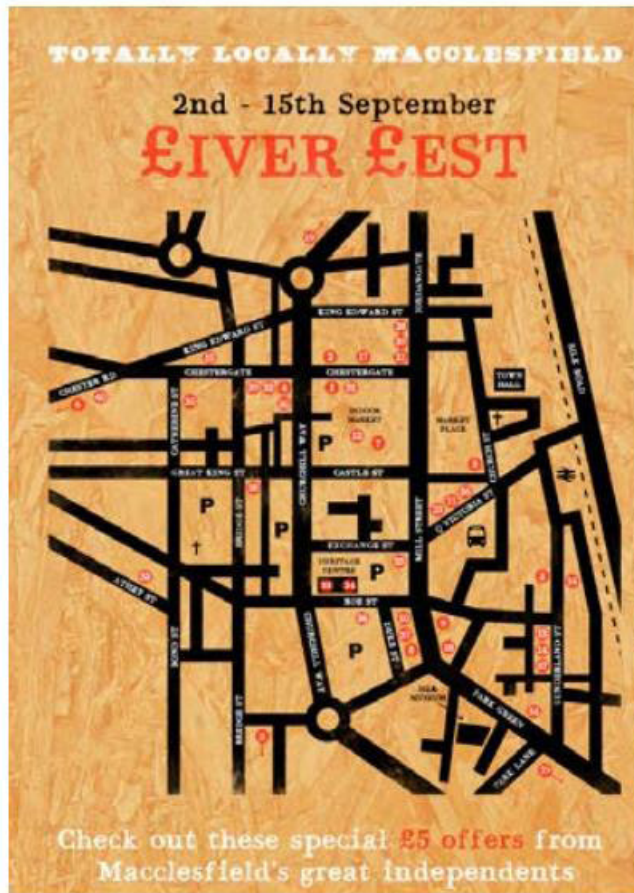
THE VERY FIRST TOTALLY LOCALLY POP UP SHOP



45 local makers, producers artists and crafters.
£25,000 worth of sales over 8 weeks
2 brand launches
Huge buy in from public

From this a permanent shop is planned and has received funding
It was done from first idea to opening in 4 weeks!

MAP WARS!



The Very First Ever Totally Locally Market

BRIGHOUSE
Totally Locally
FOOD & CRAFT MARKET
SATURDAY 30TH APRIL
9AM - 3PM
DAY AFTER ROYAL WEDDING
COMMERCIAL STREET BRIGHOUSE

BRIGHOUSE
FOOD & CRAFT MARKET
STALLS INCLUDE
PAKISTANI CUISINE
LOCAL CHEESES & EGGS
ORGANIC VEG
LOCAL BAKERIES
HAND MADE SOAPS
PLANTS AND FLOWERS
HAND MADE CAKES
JEWELLERY
HANDBAGS
PHOTOGRAPHY & ART
PLUS MUCH, MUCH MORE
ALL FROM WITHIN 30 MILES OF BRIGHOUSE
SATURDAY 30TH APRIL
THE town centre will be closed for street market, so please use signed car parks
WWW.TOTALLY-LOCALLY.CO.UK
Buy it in Brighouse...

Initiated by Brighouse shop keeper, Lesley Adams. She came to us & asked if we would help her set up a market, by doing the marketing, design, press releases, promoting stalls & allowing them to use our brand. She & the town did the rest.

Between us we created a buzz beforehand, through press, radio, web & facebook.

The Very First Ever Totally Locally Market



RESULT

A HUGE success. Hundreds of people attended, with many stores sold out by 1pm (market went on until 4!). One farm shop had to re fill it's van 4 times. Sales were some of the best that any of the regular market stall traders had (including those from Leeds etc).

The Very First Ever Totally Locally Market

Brighouse Totally Locally Market Day Deals

Don't forget to flash the map to get the deal.

Loads of great offers from some of the fantastic independent businesses in Brighouse

Shoes for Kids
Shoes & clothes for kids at La Passeggiata. Measured & fitted footwear from Start-Rite & the continent.

Ryecorn Wholefoods
Spend £10 on Goosemoor Organic Veg and Ryecorn Kitchen Cosmetics and receive a free bottle of Lavender Oil and instructions from Ryecorn Wholefoods. Free Green & Blacks chocolate for first 90 customers at Goosemoor and Kitchen Cosmetic stalls.

Tiger Feet
New showroom of special occasion hats, fascinators, matching shoes and bags.

Flenas
Market Day specials board and special OAP rates.

Brighouse Market
Don't forget to check out the regular market down by the canal every Wednesday and Saturday and there's always heaps of local produce. There's a great cheese stall with loads of local cheeses, need fresh fish, you can get that there, how about local eggs, yep, got that covered, fresh meat, got that too, loads of fruit and veg, a stall with more sweets than you can shake a stick at, and loads of other goodies.

Hallmark
Stunning greetings cards & fantastic designer accessories in The Gift Room.

Czerwik
Free wine tasting from 12 - 4pm. 10% off featured wines.

Lords PhotoDigital
25% off canvas prints. Up to £20 off new photo book range & loads more offers in store.

Fashion Direct
Beautiful scarves from only £3. High street fashion at less than 50%.

Fawcetts
Specials for the day on chocolates and gifts.

Just Books
Stacks of great value books. 2 for £5 and 3 for £5 offers.

MisDress
20% off all accessories.

Caffe Amante
20% off between 11am-12pm for OAP's. Specials board every day.

OWLS
Free wine tasting from 11am - 3pm. Loads of fantastic offers in store.

Custance Butchers
Feeling a bit peckish, Sean's having a barbecue of his lovely local meat.

Marshall & Marshall
Designer giftware, jewellery & clothing.

The Happy Haddock
dining in the restaurant. Fish and Chips, Bread and Butter, Tea or Coffee all for only £5.99.

The Book Americano
Coffee and Cake for £2 and banter for free.

Fuchsia Pet Boutique & Spa
Half price on boutique items.

Simply Flowers
10% off everything today.

Wildings Chocolates
20% off lovely Yorkshire made chocolate covered marzipan log.

Mary's Southern Fried Chicken Shop
Buy 2 leg and chips, get another leg free. Meal deals get a free dip. Open 12pm-9pm.

Togo
Soup of the day, Pie of the day & beans. Carrot cake. Regular tea or coffee all for £6.

Prego Italian Continental Restaurant and Waterfront Lodge Hotel
Complimentary focaccia garlic bread for every four people who dine at Prego with this map.

The PotSpot
Kids getting bored, take them to The PotSpot where they can have loads of fun decorating ceramic ornaments.

Just Beauty
Book any treatment today & you get 10% off.

Brief Encounter
10% off all that lovely lingerie, go on, treat yourself, you know you're worth it.

The Old Ship Inn
Market Day Special. 2 courses £6, 3 courses £8.

Andrew Jones
Check in store for today's specials on their lovely local meat.

Le Gourmet
Fantastic home made pork pies and home cooked meats.

Blakeley's Coffee House
Call in for a finely crafted espresso prepared to order by skilled baristas.

Enzo Designer Wear
20% off non sale items extra 10% off sale items.

Willows
Aran 400g £7.99, 100g £2.99. Aran Patterns with wool £2.

Evie Rose
Market Day sale rail, now stocking up to size 24.

Butterflies
10% off all spring and summer stock.

West Park Street
The map shows a grid of streets including Commercial Street, Fawcett Street, and West Park Street.

get them while they're hot!
some of these deals are for 1 day only

Totally Locally
Buy it in Brighouse...

www.totally-locally.co.uk www.buyitinbrighouse.co.uk

This event has been organised by Brighouse Business Initiative - Supporting business in your town centre

We created a map to highlight the shops around the market. They were encouraged to put on offers for the day, including 2 for 1, free coffee, free wine & beer tasting and special 1 day sales.

[illegible]

Stalls sell out due to demand

The Chained Fork

[illegible]

Conclude: the study would benefit patients by

FIGURE 20.10

FOLKESTONE &

OSTEND WEEKEND

When the sun shines and the temperature rises, it's time to head out to the beach. The best place to go is Ostend, where you can enjoy the sun, sand, and sea. The beach is perfect for a relaxing day, and the water is just what you need to cool off. So grab your towel and head to Ostend for a perfect weekend.

Call 08448 11 11 24



REPORT

By Maggie Woods

Stalls were piled high with cheeses, breads and cakes, flowers, crafts and produce, the sun was shining and the town centre was packed with shoppers.

The town's first Totally Locally street market has been declared an unqualified success after stalls ran out of goods to sell and hundreds of people enjoyed a continental atmosphere.

A combination of the fine weather and the Bank Holiday break brought shoppers flocking into the town to snap up the bargains on the 27 stalls ranged along Commercial Street and

A woman with short brown hair, wearing a dark jacket over a light-colored turtleneck, is smiling and holding a white tote bag. The bag has the text "Totally Locally" printed on it in blue and yellow. The background is slightly blurred, showing what appears to be a store interior with shelves.

■ **DELIGHT:** Organizer Lesley Adams says the vendors were "in the shops. They browsed the sunshine, sampled small curries, pies and cakes and

enjoyed street entertainment from Polish dance group Miody Marur.

Chris Sands, of the Totally Locally campaign, said: "The people from Villa Farm Shop had to go back four times to fill their van. Parsnip Foods sold out by noon and Fermentations Cheese by 12.30pm. There were lots of people and it was a brilliant day."

"It just goes to show that people are interested in supporting local traders and in shopping in their local town centres. We could not have hoped for a better response."

Lesley Adams, chairman of Brighouse Business Initiative, said: "The town centre was packed all day and on occasions it was difficult to walk along Commercial Street because of the number of people. Brighouse has obviously been crying out for something like this. People

Letters to the Editor

Festival opens with



house
Using solar to power water
where a lot of heat, wind,
energy and more than a
glow.

Commercial Street Inclosure is the number of people. Brighthelm has obviously been crying out for something like this. People

erstothe

ise for 'Totally Locally' mark



**£29,000.00 worth of press coverage achieved across:
Brighouse Echo, Huddersfield Examiner, Halifax Courier & local magazines**

Surrounding shops reported best Saturday sales in 10 years. Big surprise though was that the following Saturday sales went up again, as did the Saturday after that.

As a result a group of businesses are now working closely together, while we help them with interesting ideas & marketing.

A brilliant day for Brighthouse

fantastic
raisers!

I think it's important to have a
 strong sense of community and
 to be able to help each other out.
 I think it's important to have a
 strong sense of community and
 to be able to help each other out.
 I think it's important to have a
 strong sense of community and
 to be able to help each other out.

A b day Bri

Free Speech
Hartford
Hartford

brill
y for
igh

From talking to the screen I learned that reality leaves me excited to know a lot more than I do. I'm of the opinion that I don't know as much as I should. I'm excited and want to know more about the world. I'm excited and want to know more about the world. I'm excited and want to know more about the world.

liant

[illegible]

Brighouse is now in the Top 5 most improved town centres in the UK according to Property Week & Local Data Co.

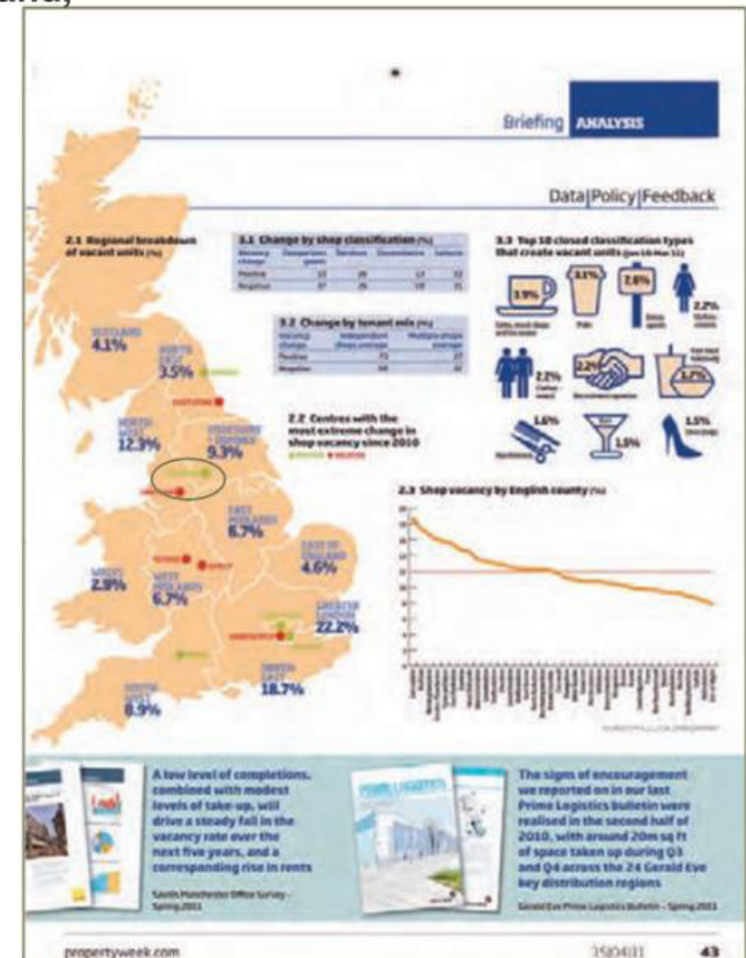
It has 1 empty shop in the whole town.

The Market's 2nd outing had 39 stalls. They nearly all sold out early again Over 2,000 people visited on the day.

The 3rd Totally Locally Market is up to 51 stalls and growing. We are now having to close 3 streets in the town.

On the back of this, Yorkshire Life has just done a 4 page feature on the town.

We helped with the marketing, they hang everything off the Totally Locally brand, BUT, the people in Brighouse work tirelessly to make it happen.



Some Totally Locally Towns



MATLOCK
DERBYSHIRE



HALIFAX
WEST YORKSHIRE



HEBDEN BRIDGE
WEST YORKSHIRE



CLECKHEATON
WEST YORKSHIRE



ECCLESHALL
STAFFORDSHIRE



EDWINSTOWE
NOTTINGHAMSHIRE



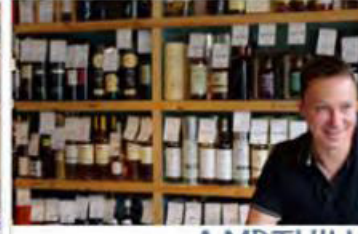
SOWERBY BRIDGE
WEST YORKSHIRE



ILKESTON
DERBYSHIRE



LANARK
LANARKSHIRE



AMPTHILL
BEDFORDSHIRE



BAKEWELL
DERBYSHIRE



BANNERCROSS
SHEFFIELD



RETFORD
NOTTINGHAMSHIRE



LYMINGTON
HAMPSHIRE



MACCLESFIELD
CHESHIRE



BRIGHOUSE
WEST YORKSHIRE



CHAPEL-EN-LE-FRITH
DERBYSHIRE



CHRISTCHURCH
DORSET



STONE
STAFFORDSHIRE



HALIFAX
WEST YORKSHIRE



HEBDEN BRIDGE
WEST YORKSHIRE



ELLAND
WEST YORKSHIRE



FOREST HILL
LONDON



GUISBOROUGH
NORTH YORKSHIRE

Totally Locally HOUSE RULES

TO BE OBEYED AT ALL TIMES
(otherwise we will send round invisible microscopic creatures
to poke their tongues out at you in public - you have been warned).



1. BE NICE.

It gets things done. Being nasty stops things happening. END OF!

2. IT'S NOT ABOUT YOU!

It's about everyone. Don't insist your picture is on something - it will only make you look silly. The old way of doing things is all Me, Me, Me. Totally Locally is all about Us, Us, Us, (or dare we say a You, You, You culture). Don't shout about yourself - shout about the shop down the road. Think how grateful they'll be. It'll make them want to shout about someone too - possibly you.

3. THINK BIG. Don't just think of what you've done before. Think crazy, huge ideas. They will probably get watered down but what will be left will still be awesome, and not the same old same old, so people will get excited.

4. THINK SMALL! Little things matter. Try to include everyone around you, friends, colleagues, even that person you've not got on with too well over the years. Little things make big things happen.

5. NO ADVERTISING

Save that for your local magazines, papers and your own Facebook (not the Totally Locally ones). This is about a 'Big Picture'. If more people choose to shop in your town, your business will automatically get busier. It's that obvious. (See rule 2).

6. ASK NOT WHAT YOUR TOWN CAN DO FOR YOU.....

Get off your bum, see what needs doing. From delivering flyers, a bit of Twitter action, or lending someone your gazebo. You get the picture. Ask your town champion what needs doing. They will probably hug you (hugs optional).

7. SPREAD THE LOVE

Talk to your friends, family, neighbours. If you are spending your Totally Locally £5, tell the shopkeeper why you're doing it. Tell them all about Totally Locally. Tell them its about making the place you live better. Everybody wants that, don't they?

8. SUPPORT YOUR TOTALLY LOCALLY TOWN CHAMPION. He / she is doing it all for nothing. They usually run their own business so they are as busy as you are - so think how hard it is doing Totally Locally on top! They'll make mistakes. Instead of pulling them up on the mistake, ask if you can help them so it doesn't happen again. (hugs probable again).

9. BE NICE see number 1. (We just thought it was worth repeating).

10. NO MORE RULES

that's a rule too, so strictly speaking we just lied there. But they're our rules, so we can do what we like. Hey Ho.

THE TOTALLY LOCALLY TEAM.

so far Totally Locally has received over £5 million worth of press coverage for independent shops and towns.

It has been on national TV, regional TV, blogs, radio, BBC online, local papers, national newspapers.

It has had people representing their towns who we have never spoken to, and they all got the message bang on!

We never expected Totally Locally to get this big. It looks like it's getting bigger.

Purely because no one was told what to do.

Give People tools and some guidelines, some group support and light the touch-paper.

And people work together for the good of all.



So what do you want to do?

You don't need to do Totally Locally.

**But you could start anything
you want.**

Right now!

WRITE A BLOG

GROW SOME FOOD TO SHARE

START A CYCLE GROUP

**PRINT OUT SOME ART AND
PASTE IT IN AN UGLY PLACE**

**TAKE PHONE PHOTOS OF YOUR AREA
AND SHARE THEM ONLINE**

START A POP UP SHOP WITH YOUR MATES

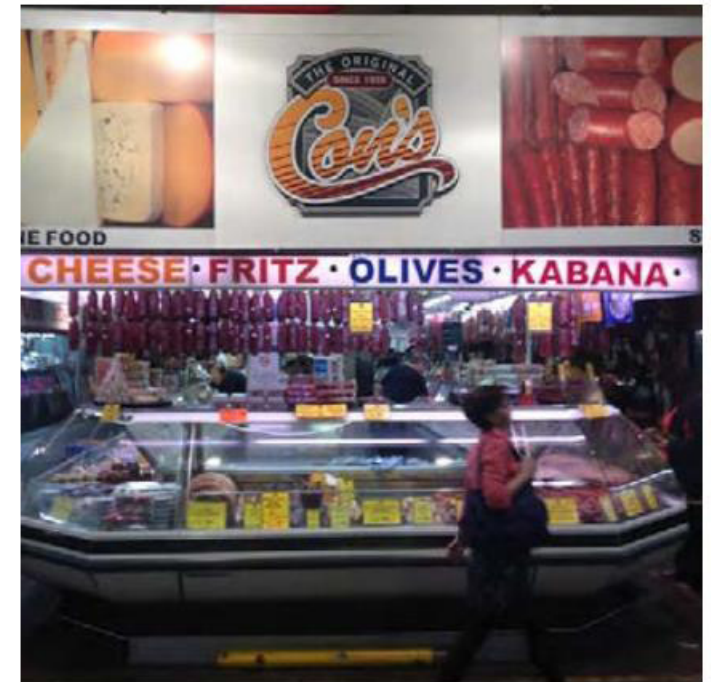
**HAVE A CLEAN UP IN YOUR STREET
START A BOOK EXCHANGE**

**ARRANGE FOR FOOD FROM TRADERS TO BE
GATHERED FOR THE HOMELESS**

**SWAP AN HOUR OF YOUR TIME
FOR AN HOUR OF SOMEONE ELSE'S TIME**

JUST DO IT!

TAKE PHOTOS OF YOUR FAVOURITE PLACE & SHARE THEM ONLINE



Some friends for you to Google

Dan Thompson - Revolutionary Arts

Incredible Edible - Community Food Growing

Teenage Market - Awesome!

Street Angels - Looking After People at Night

Melbourne Brought Me Here.

All Just doing it!

**YOU ARE
THE 'THEY'**

www.totally-locally.co.uk

thank you for listening.

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