



Buro Happold & The Edge

City Performance Workshop 6th-7th October 2011, Newman Street London

Buro Happold and UK built-environment think-tank The Edge hosted a London based two-day workshop on October 6th and 7th at Buro Happold's Newman Street Offices on the theme of 'City Performance'. Supported by the Embassy of the Kingdom of The Netherlands, the Italian Embassy and the Royal Danish Embassy, the event builds on the collaborative spirit of a previous conference held in London in December 2009 supported by the Italian Embassy on the theme: 'A vision of sustainability'.

The aim of the City Performance workshop was to bring together academics, disciplines and world renowned experts to explore whether there are distinct 'national' experiences of the challenges we face with city performance i.e. wealth creation, congestion and climate change or whether we are moving towards a shared international understanding and collaborative will to address these issues collectively and holistically. Key speakers addressed specific topics followed by group collaborative workshops picking up the themes of discussion.

DAY ONE

The event was launched by a brief paper given on behalf of **H.E. Alain Giorgio Maria Economides**, *Ambassador of Italy*, which called for: "Looking at the realistic needs of populations." **H.E Anne Hedensted Steffensen**, *Ambassador of Denmark* looked towards international cooperation: "Architecture is the work of nations". **Laurens Westhoff**, speaking for **H.E Pieter Willem Waldeck**, *Ambassador of The Netherlands*, reiterated this theme: "International partnerships are crucial along with shared vision and clear political leadership."

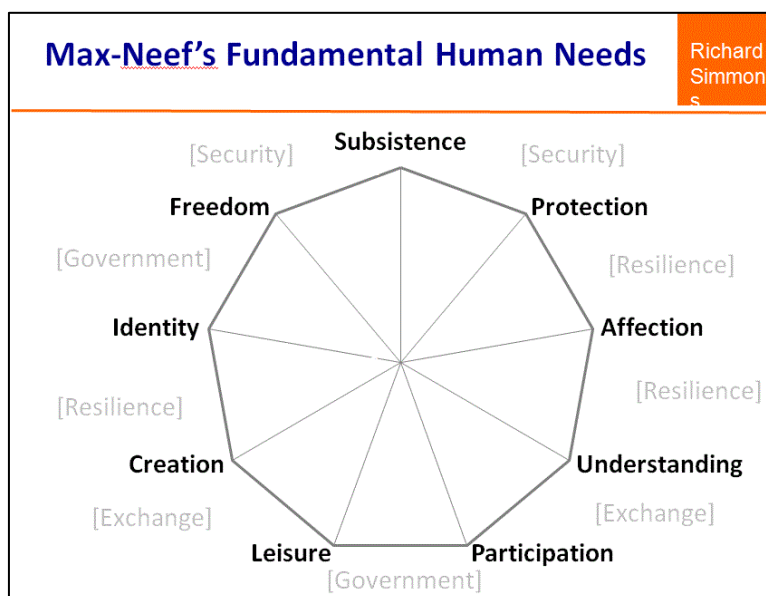
As part of a joint welcome to the event, **Jochen Rabe**, Berlin-based *Project Director in Sustainable Development and Environment & Infrastructure at Buro Happold* addressed sustainable city-making based on the scalability of developing projects from 01 (building site scale); 10 (neighbourhood scale) to 100 (city scale). His premise was that adopting scalable, consistent approaches was key to developing an integrated masterplan into integrated urban planning.

Keynote – “How our cities perform and how we need them to perform”. Dr Richard Simmons

(*Visiting Professor of City Design and Regeneration, University of Greenwich in London and former Chief Executive of the Commission for Architecture and the Built Environment - CABI*) considered whether cities perform in the way we need them to. Historic features of cities including defence, resilience, intellectual exchange and governance (borne of the massing of know how) no longer remained descriptors in modern times.

Taking cinematic cities as his theme, Dr Simmons looked at interpretations of urban dystopia in *Blade Runner* (1982), *Naeste stop Paradis* (1980), *Amsterdamed* (1988), *Slumdog Millionaire* (2008) and the episodic *La Dolce Vita* (1960). “My starting point is that cities are for people to live in. The professionals and politicians are there to help people live and not for them to get attached to carrying out policies for their own sakes.”

Performance metrics for cities variously involve economy, environment, society and competitiveness; syntax (spatial, behavioural, multidisciplinary, competitive, etc.); characteristics (emergent, selective, intuitive, situational, problem-focused, etc;) and features (connectivity, community, character, climate-proofing, collaboration, etc). Traditional means of sifting success criteria (like Maslow’s Heirarchy of Needs) are not helpful when cities’ many needs must be satisfied simultaneously. Richard’s preference was Max-Neef’s Radar Chart.



To date there was no consensus on measuring performance. It was up to professionals to create the conditions in which “the twisted timber of humanity” can come together to address specific drivers. “The Devil is in the difference,” he says coming firmly down in the favour of urban abundance in *La Dolce Vita*.

Sustainable Building – Arch. David Hirsch, *Mario Cucinella Architects, Bologna.*

The consumption of global resources exceeds the planet's rate of replacement by a factor of 1.5 (rising towards 2). The growth in peak demands derived from an increasing drive for resilience – a perverse situation if the 'system' was unsustainable.

Currently, building design and technology was incapable of restoring balance. Indeed even CO₂ emissions predicted at design were frequently exceeded in operation. China, with a ramping growth trend in emissions, featured only one 'zero carbon' building at the University of Ninbo's Centre for Sustainable Buildings – a 2000m² laboratory.

Arch Hirsch illustrated several examples of how architectural design can minimise adverse energy exchanges between buildings and outdoor environments –and how the range of techniques varied between different climatic regions.

City Sustainability Indicators - Professor Edoardo Croci, *Research Director Institute of Economics and Policy of Energy and Environment and Coordinator of the Observatory on environmental communications and information at Bocconi University Milan,* addressed the role of indicators.

Globally 50% now lived in cities and rural migration will see 60% by 2030. The influx was greater in China and Africa. 66% of primary energy is drawn by cities, rising to 70% by 2030.

The perceived pros and cons of city-living were:

PROs

Accessibility
Competitiveness
Economics
Amenity

CONs

Congestion
(Poor) Environmental Quality
Lack of Social Cohesion
Vulnerability

He explained indicators covered features, choices, aims and forms of citizen representation. Environmental indicators included physical environment (non-dimensional), sustainability (multi-dimensional) and life quality/well-being (multidimensional).

Drilling down, Professor Croci introduced Mercer's Quality of Living Ranking (e.g., political, economic, socio-cultural, health, etc;) and cross referenced criteria to services factors (e.g, education, energy, recreation, emergency, governance, etc;) and life quality factors (civil engagement, culture, economy, shelter, equity, wellbeing, technology & innovation, etc.).

He said these matrices of multiple system indicators became more complex with evolving 'smart cities'. And, with increased focus on cities' carbon footprints, he urged a common approach to measurement that reckoned whole impacts – e.g. 'in-city' direct operational emissions, embodied carbon and extra-mural emissions arising from cities demands.

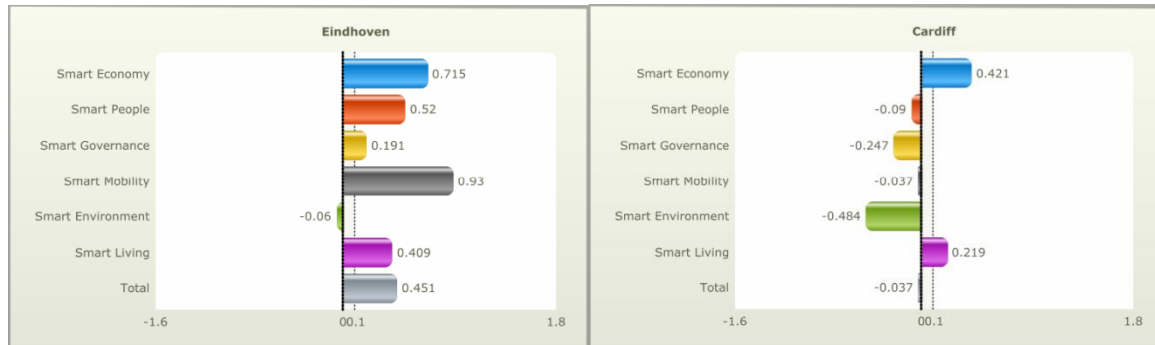
He cautioned, despite the number and complexity of indicators, that derived metrics should not be relied on totally - since indicators 'scored' in different places were not absolute (e.g.

indicators of poor health ranged widely between ‘worlds’). Prof Croci said that: “We need measures to compare city performance but firstly we have to establish the criteria for choosing those indicators.” He quoted Mark Deakin’s ‘Towards Smart Cities’: “Urban performance depends on physical capital and increasingly human environmental and social capital.”

As former Milan City Deputy Mayor for Mobility, Transport and Environment, he saw cities as “laboratories for solutions to climate change.” He pointed to the development of consensus in the mainstream European movement, The Covenant of Mayors that involves local and regional authorities voluntarily committing to increase energy efficiency and use of renewable energy sources on their territories. The current 2,990 covenant signatories aim to meet and exceed the European Union 20% CO₂ reduction objective by 2020.

Cities; Interaction and Controls - Dr Evert Meijers, *the OTB Research Institute at Delft University* explained his involvement in a comparative ranking of medium size European cities - where half of urban-livers reside but where data were sparse in comparison with ‘global metropolises’.

He briefly reviewed 7 methodologies used before focusing on his own research in ranking quality of health in 66 cities. It used 4 criteria - life expectancy at birth, relative doctor numbers, infant mortality and user satisfaction (with access to, and quality of, healthcare). The analysis showed a spread of ‘winners’ across Western Europe with the UK sample in the lower-middle groups and the Eastern ‘legacy cities’ at the bottom.



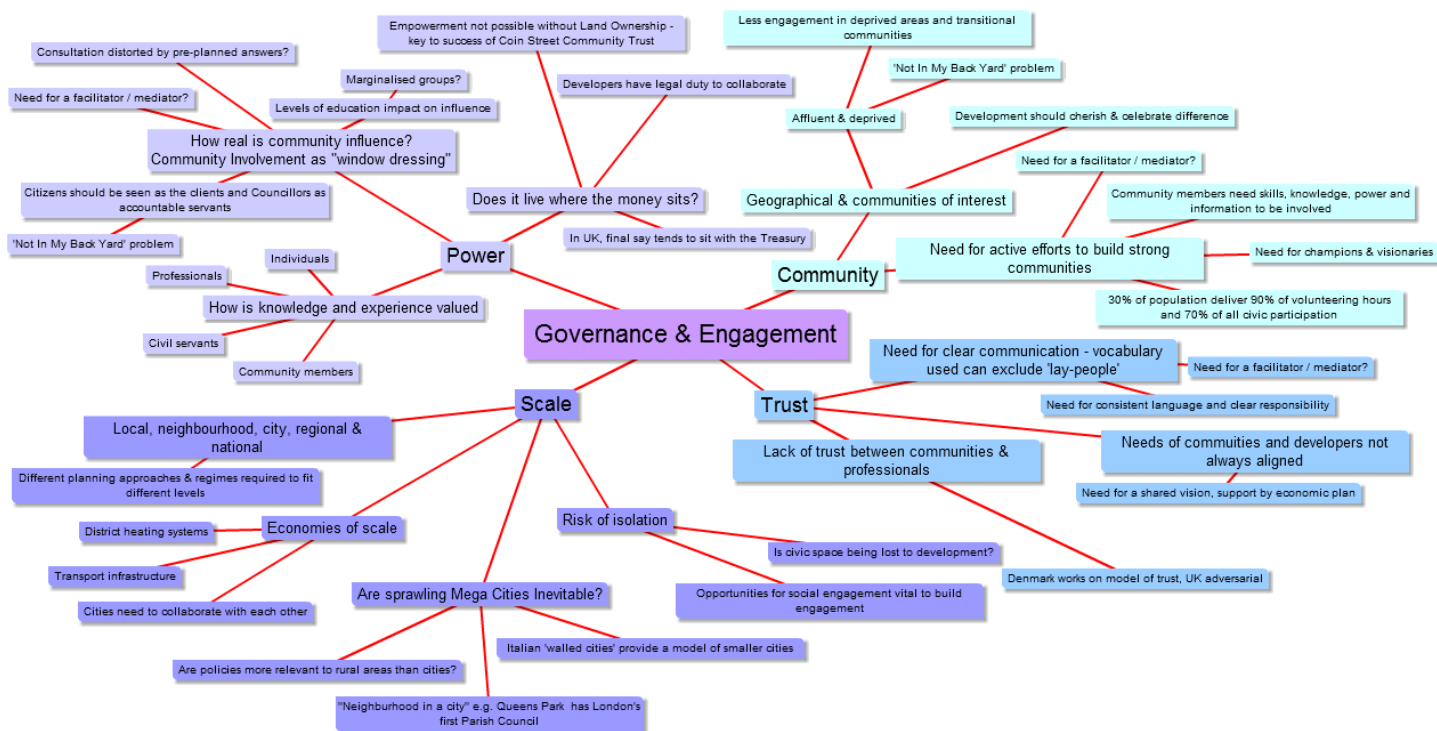
Dr Meijers noted that such ranking tables informed both policy-makers and commercial enterprise. But they needed to be applied with caution because performance outcomes were sometimes due to features beyond replication (e.g., adjacency to important metropolises or very special cases - like Luxembourg).

Governance and Engagement - Marilyn Taylor, *Marilyn Taylor Associates Ltd*) specialised in community-led regeneration, neighbourhood planning and tackling the problems of deprived urban communities. She concentrated on the UK implications of the National Planning Policy Framework (NPPF) in which eight out of the nine regional planning authorities have been removed in England and Wales (other than London, through its elected mayor). Instead, local plans were to be developed by local planning authorities. They would set policy and direction.

She saw the introduction of the new neighbourhood planning rights as significant: “At neighbourhood level, local communities have a raft of new ‘community rights’ within the planning system including the right to bring forward their own developments like the Community Land Trusts. “While some communities will be disappointed that these rights don’t give them power to prevent change, particularly the building of new housing, others will respond enthusiastically to fresh opportunities to shape their local areas.” She pointed to a safeguarding mechanism within the new framework requiring the development industry to consult on larger schemes. “Any change that forces developers to engage, and that gives communities real opportunities to be ‘on the team’ must be a good thing.”

Her anxiety was that the new rights might not work outside middle class communities. She queried whether cities were too complex to replace ‘consultation’ with ‘participation’ – especially in a society not built on trust and with inconstant policy and political disjunction. She pointed out that the principles of subsidiarity recognized that some decisions don’t belong at local level (for example, big picture issues like climate change). Community participants were often only the same few people and not necessarily representative. High ‘churn’ neighbourhoods did not behave in the same way as long established communities and inevitably, inconsistencies arose between adjacent communities.

Thus reliance on localism without any overarching framework was a concern. ‘Co-design’ didn’t work at strategic level without a well-articulated brief. Localism was more susceptible to vested interests and tended to be inexpert and incapable of ‘big picture’ thinking. Even good outcomes could produce unexpected consequences.



Round Table 1: *Governance/Engagement*

Key points included:

1. There needs to be a shared vision of where the 'community' is going and this must be led by an economic plan. Are co-production and collaboration the new hope? Policy is inconstant and has a high turnover, hence is unreliable. Could we improve this?
2. We need to have a common understanding of the scale and meaning of local, neighbourhood, city and regional. In mainland Europe a community not only embraces the collocated but also those with a shared interest (e.g., a church or religious community, a transition town movement, local charities, etc).
3. The UK's lack of regional level governance, (not only in housing and construction but also in healthcare) is of great concern. There needs to be a facilitator role in the governance process to help communicate between tiers.
4. There is a good tension between a grand design vision and community engagement. Beauty is important. Understanding what the community understand as beautiful can tell us a lot about their aspirations and desires.
5. Communication with communities is problematic.
 - Not all communities are able to articulate their desires. The way policy is written and the way we communicate with these groups is key.
 - Professionals often lack listening skills and the ability to frame questions to obtain the right kind of information (this is different for the public and for the authorities).
 - Professionals using jargon are not understood by the public.
 - 'Single issue merchants' proliferate in public consultation and can skew feedback with 'one-eyed answers' to every question. They can be forceful but unaccountable, unlike councillors.
6. With regard to planning there was a significant issue of trust between developers and the community, which is difficult to foster. Developers and community needs are often not aligned. This linked well with the discussion about the vocabulary used when communicating through people in the process. This needs to be understandable and consistent across all stakeholders

7. Community engagement/neighbourhood groups are not best-placed to deal with 'big-picture' city issues. How do we decide which decisions are appropriate to be made by communities? And which ones should be reserved for wider-scale governance? A clear distinction needs to be drawn between community involvement and co-design. This can't happen at strategic level, but local groups can help form a good brief for the architect.
8. Landownership is key to allowing the community involvement to become realised. Governance can help with this.

Delocalisation / Localisation / Strategic Infrastructure - Prof

Alessandro Balducci; *Politecnico Milano* considered a number of relationships:

- The growth and reach of IT communications was mapped by the growth of transport infrastructures to support face-to-face contact.
- The 20th century had seen a stratum of urbanization stretched over cities that historically had compact forms and structures.

Mega-city-regions were evolving; comprising from 10 to 50 cities or towns. While constituent towns and cities remained separate entities, but networked by good communications and transport with each arranged functionally to serve a division of labour created by regional macro-economics.

The mega-regional towns and cities are characterised by aging populations in their centres with younger people outside; obsolete administrative boundaries; congestions; high fuel bills, polarisation (e.g. 'commuters' and 'citizens') and exclusion. But these mega-city-regions competed best.

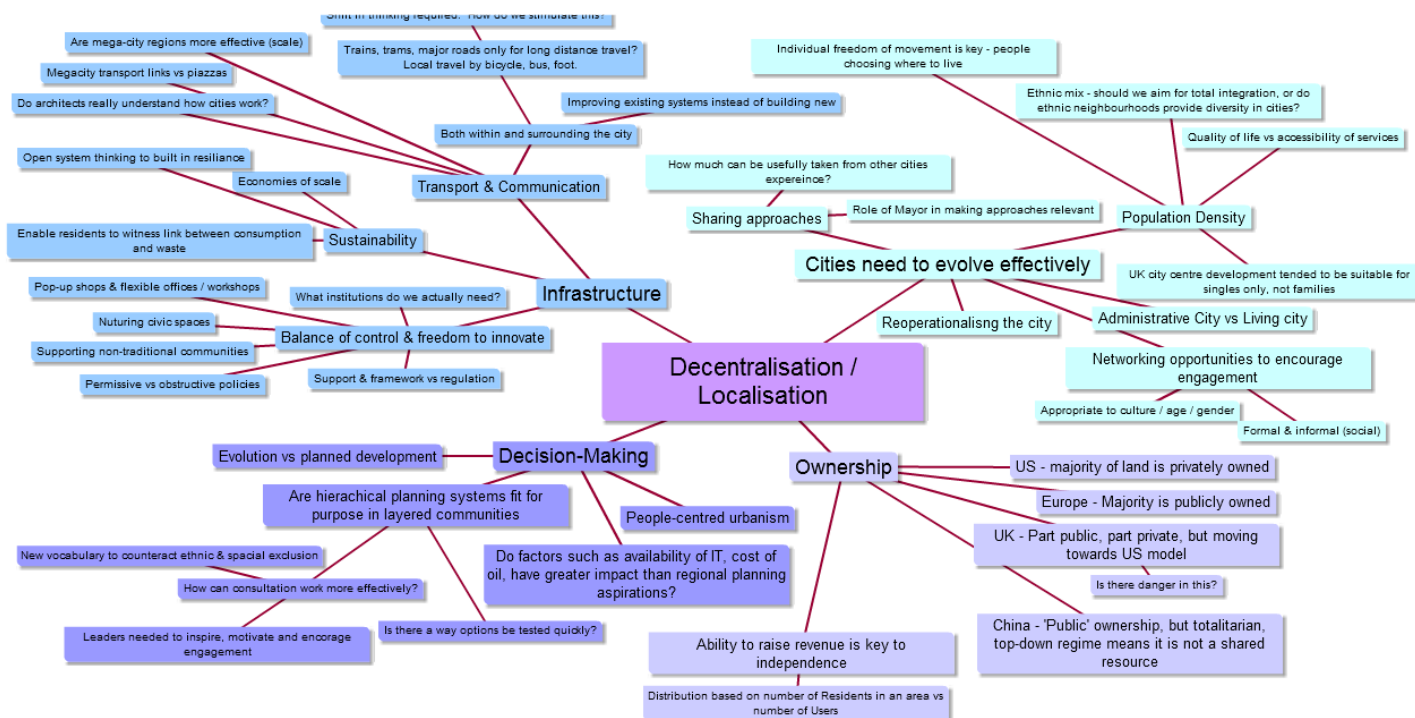
Major European cities have depopulated over the last 40 years as they have moved from being ordered, isolated, mobility models to 'nodes' that agglomerate extra-mural flows – of people, goods and information. Some new models lead to economic, societal and administrative fragmentation – the atomisation of society and the proliferation of decision-makers.

The more successful models featured elected, well-empowered local decision-makers that controlled revenues, supported by expert infrastructure planners capable of quickly adapting to change.

New networks enable new kinds of community – 'distance communities' formed by common interest/cause, 'virtual communities' of bloggers and Facebook friends, and 'temporary communities' of commuters, students, tourists and city users – with physical adjacency no longer the only driver of common-purpose.

Prof Balducci saw the challenges were:

- Planning mega-city regions without administrative boundaries
- Reconciling central cities as 'functional platforms' with their residents' needs
- Congestion – dealing with evolving patterns of flows
- The effect of congestion and fuel cost escalation on outlying real estate values
- Increasing polarisation and mounting exclusion
- Immigration and integration
- Age demographics – with aging city centres and younger people outside
- Working for a new vital and habitable city.



Round Table 2: *Delocalisation/localisation/ strategic infrastructure*

Key points included:

1. Dealing with the semantic dilemma of 'the administrative city' v the 'living' city'.
2. In the 21st century a city consists of a series of interconnected cities. A distributed city increases choice. But how does that impact sustainability?
3. Growth is about designing parts and 'slow evolution' - not grand plans. Architects don't understand cities; and tend, in the absence of good information, to focus more on usability than habitability.
4. The debate about planning is missing the point. What actually drives urban forms is information technology, the cost of oil, etc; and not what planners think
5. We need to acknowledge that we live in layers of communities – but legal and planning systems are still hierarchical. Therefore, we need a more variable, subtle system that allows us to take decisions on an appropriate scale.
6. In the Netherlands, the cities with the highest percentage of ethnic groups, also see the majority of them live together and very little ethnicity mix at community level. Can that be planned?
 - a. We need to provide support and a framework rather than regulation. We can hardly interfere with people's natural inclination and urge to live with each other. Social intervention has never been a planning issue.
 - b. Counter-example: Tokyo is 97% Japanese and that is not bad either.
 - c. It also needs to be taken into consideration that people might live with their peers because they can't afford to live elsewhere.
 - d. In that case, the role of public space becomes very important because it provides the space to where people mingle
7. Sustainability must be social but it needs 'a fiscal architecture' and social integration.
8. We sold off the utilities. They now need better regulation Growth is about designing parts and 'slow evolution' - not grand plans. Architects don't understand cities; and tend, in the absence of good information, to focus more on usability than habitability.
9. as we cannot buy them back.
10. UK is halfway between the fully privatised USA model and Europe where the municipalities own more land. Its developers range from those that always sell-on their buildings looking for a quick buck, to those that generally keep their buildings and have a strong, long-term,

interest in them (e.g., Grosvenor Estates, one of the larger developers, has retained a portfolio for 300 years).

11. Cities are about people - despite the impact of social media; the whole community needs to develop
12. New Labour urban regeneration led to more city centre housing but only 1 or 2-bed flats and not family homes. Will the NPPF provide a balance of family homes in our Cities?
13. The new (top-down totalitarian) cities of China are not relevant to N. Europe as they have no concept of engagement whereas we have created an expectation for it. (China's heritage buildings are not much valued because of association with the Cultural Revolution).
14. In Milan a new densification of the City is occurring but there are now lots of empty rooms and apartments for rent in the centre, although Milan's businesses prosper. "*Most of the cities around Milan are the places where you sleep.*" Berlin is not one City yet. "*The City operates in different neighbourhoods and people rarely 'live the whole city' – just the areas in which they live and work*".
15. The property market in Milan is expensive, so those that stay in the city centre are wealthy and older. Life expectancy is rising, so more than 20% of Milan's population is older than 65.
16. Bergamo is about 50km from Milan and there is a problem of seeing it as part of Milan. How can we think of a cooperative way to develop these outer regions?
17. Can towns be designed or do they evolve? Milan seems to be a prime example of a city that just evolved.
18. Interestingly, in the UK, the city population seems to be the young, whereas in Milan, the young leave. What does that mean for the concept of a community?
19. Densification of an existing city depends on the power of its local decision-making.
20. How do we deal with the constraints of existing infrastructure? The ability quickly to change/adapt is vital. A system that allows plug in options is superior to one which takes many years to change.
21. The ability to raise and control revenue is crucial to cities.
22. Taxes should be redistributed to cities based on their number of users not residents (there is can be great disparity between the two headcounts).
23. Modern cities are better designed than evolved - the reason why mega cities are not based on medieval cities.
24. Planned sprawl must accommodate the first and last mile of a commute with flexible transport - bicycles, minibuses. Mass transportation (ie. trains, trams & motorways) are used only for long distances.
25. Strategic infrastructure should be a "*re-knitting of old, disused, and new lines*" (e.g., the 'new' East London line).
26. There is not a strong enough relationship between infrastructure, revenue & opportunity to facilitate change.
27. How do we re-invent existing systems when no-one can afford new ones? The answer is to use the same systems in a more efficient way. It's more about linking together existing systems to provide a solution rather than building new.
28. How do you create a shift in thinking? "*Greece has become a bit bike obsessed*". How did this shift successfully happen there? How can we emulate this?
29. Before the planning process takes place, a pre-application-consultation and a vision for the place is key. Leaders are very important as they inspire and take action. We need to embrace the paradox of recognizing difference and give permission to those that want to do things and allow them to make mistakes.
30. Megacities' economic successes are tied to their regional interconnectivity. But is there a limit, a tipping point?
31. In Europe, there is not a real problem of urban growth. But the city has a huge democratic role and we need to allow experimentation with non-traditional communities within the city.
32. What we actually need is new vocabulary when talking about community formation, about new kinds of public places and the word to describe how planning can bring communities together and counteract ethnic and spatial exclusion and stratification

Behaviour & Performance – Ricardo Marini; *Gehl Architects* explained his firm's specialisation in place-making which was central to enabling the transformation of cities. Place-making practice was informed by evidence-based qualitative criteria that involved methodology, life, space and buildings.

He instanced Edinburgh where the old city has an engrained residential footprint but where new parts don't follow the same much-liked template.

He regarded the ascent of land use planning as leading to the death of cities and mourned that place-making had been swept away by a sea of policy and false notions of efficiency. Instead environments were perpetually changed to fit transitory problems – the 'Multiple Simultaneous Flush' syndrome.

He coined the expression 'urban viruses' as 'things that pull the life out of communities and towns' and 'anti-urban'. He observed that 'growth' and 'expansion' in urban terms were not synonyms - but distinctly different.

He explained that place-making respected human senses – the cone of vision, touch & texture, smell and hearing. It was mindful of human scale mechanics – for example understanding that the 'cones of distance' varied markedly for pedestrians walking at 5km/hour and vehicle passengers travelling at 35km/hour.

Above all place-making recognised the DNA of place and enables us to reclaim our cities by making them for people.

The second day included debates addressing the power laws that govern how cities thrive and the dynamics for change makers within the new digital social and civic economy. Group workshops addressed city management and achieving change in cities, rewriting policies to be permissive rather than obstructive while still retaining the value in institutions. A central theme to emerge was: How can we re-imagine a civic city?

DAY 2

Cities and Power Laws - Professor Salvator Roberto Amendolia;

(*Scientific Attaché at the Italian Embassy*) reflected on the first day's sessions and the key note speech at dinner by **Richard McCarthy** (*Director General Department of Communities and Local Government*).

He queried whether even some of the basic issues were uniformly viewed and understood – such as "What are cities?" "What are communities?" and "What is governance and how is it best structured?" He questioned whether UK Government's localism agenda was workable without removing tiers of planning - the models discussed by Richard McCarthy. The real issue arose whether there was a 'model' that helped definition.

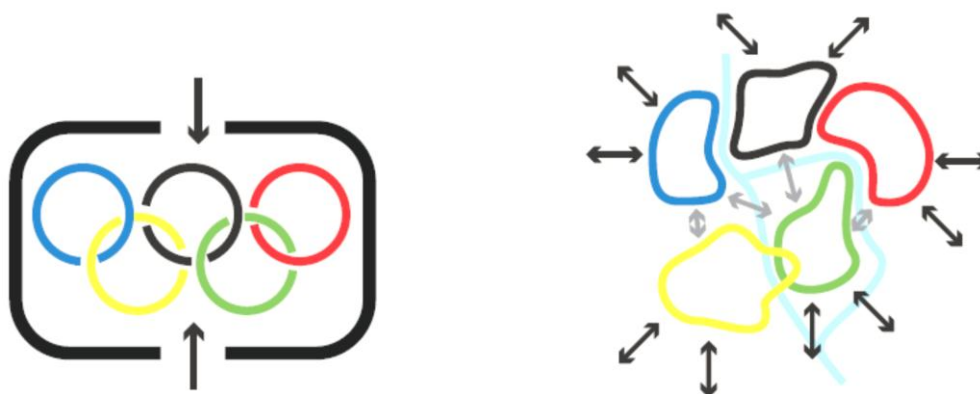
He picked up on Geoffrey West's work on cities and economies of scale, explaining that bigger cities did more with less and that the output of cities was not linear. A larger city had outputs 15% higher than two cities of half its size. He noted that whereas with the animal kingdom the scale laws are negative, with cities the scale laws are positive and work for infrastructure and socio-economic phenomena such as creativity - so size brings disproportionate benefits.

Thus density has its benefits – albeit Professor Amendolia considered that there was probably an upper 'saturation' limit on size.

Spaces in Between was the theme of **Markus Appenzeller** (*KCAP Architects & Planners, The Netherland*). "Cities are about the space between buildings not the buildings," he said and exemplified how the characteristics of open space varied, as with Soho Square (amenity); Champs Elysee (linear); Tiananmen Square and Sienna (monumental) and Washington Mall (political).

Public space was conditioned by rules but private space was not. Some private spaces, like malls, were becoming proto-public but insidiously undermined by restrictions on behaviour set by private interests (like developers). For instance, in the 1920s Berlin's Postdamer Platz was the busiest intersection in Europe but its focus on retails now saw numerous regulations including safeguards against 'unnecessary stay'.

He cited the London Olympic Park as an example of how space could be evolved positively – from 'gated' during the games to 'free access' afterwards.



Good public space was generic, flexible and delineated as public. It was often highly adaptable (sometimes surprisingly) in use – as with Hyde Park.

The risks of semi-public space were to be avoided.

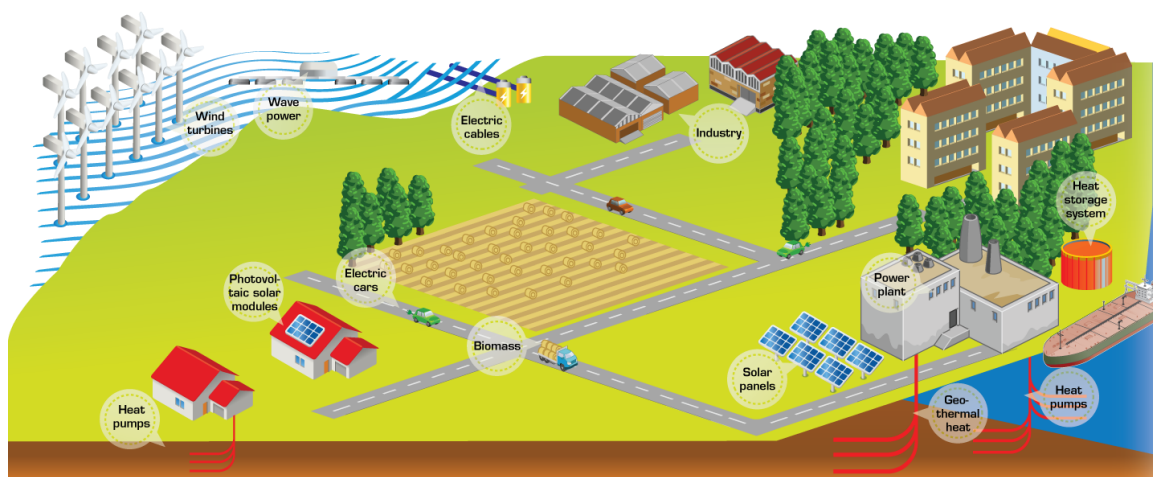
System Design & Governance - Anders Hasselager; (*Senior Policy Advisor, Danish Energy Authority*) presented the Danish Government's framework. In Denmark household energy use had remained constant at about 200PJ/year since 1970 despite significant housing growth. The same was broadly true for all its energy uses.

The Danish government, without indigenous hydrocarbon resources, established early on a frugal approach to energy, especially imported fuels, by developing an integrated energy

model that has been refined and improved over decades. The model has addressed demand and supply side issues:

- Energy demands for typical 150m² homes were as follows:
 - Existing (stock): 220kWh/m²/year
 - New build: 60 kWh/m²/year
 - 2015 homes: 40 kWh/m²/year
 - 2020 homes: 20 kWh/m²/year (Passivhaus standard)
 (Current regulations require 300mm of roof insulation & window U values =< 2.0W/m² degK.)
- Owners of the million 1960s & 70s homes were being incentivised to invest in retrofit and stock homes were required to be retrofitted to regulations at times of remodelling.
- Denmark has paid equal attention to the energy supply side:
 - 61% of all buildings were linked to district heating systems (with the aspiration of extending them to the feasible limit of 65%). Such systems burnt a variety of fuels (waste and renewables were the primary feedstock) and at high efficiencies. System losses and pumping energy uses were minimised by extracting the maximum heat at point of use (e.g., the DH system at Orestaden operated with a return water temperature of only 25°C). DH network resilience and load balancing was being improved by a programme of interconnection.
 - Developing smart grids – using a combination of central generation, wind turbines and storage/hydro to create ‘virtual’ power stations. As needed, the grid was topped up by neighbourhood CHP and by embedded home generators (the ‘smart backyard’).
 - It planned to put its 3200km of HV distribution underground.

The National Energy Policy aimed to cut fossil fuel dependency from 71% (in 2009) to 42% (by 2020) through demand control and increased reliance on biomass and wind turbines.



Denmark was addressing climate change adaption by revising its emergency plans, driving for better weather prediction and reviewing its insurance principles (700,000 homes made weather-related claims in 2010; insurers were declining policy renewals.)

State experts have established Denmark’s energy route map and future plan, illustrating that the EU’s energy market liberalisation need not become a free-for-all when consistent, technically robust, policy and governance ruled.

Reoperationalising the City – Platform to Apps, involving a paradigm shift towards ‘citizen economies’ was the theme of **Indy Johar**; *00 – ZerO ZerO*.

Reported ‘prosperity’ metrics & trends were unreliable. During its boom, 90,000 UK jobs were lost and ignored by public sector investment. Full employment will never return – so what now was to be our litmus of wellbeing?

Organisationally we have operated in a ‘managed environment’ – but a ‘self-organised’ alternative was evolving. ‘Self-organised’ required agency support and powerful technology in the hands of the individual. It would create an empowered middle class but one increasingly disengaged politically. So, unless its engagement was maintained, democracy may die.

We have an infrastructure of monopolistic commerce; a private economy. But transformational opportunity could be sprung from evolving to a social economy – where, inter alia, most citizens had better ITC than corporates’.

He cited the 1% Rule, where 1% were ‘change-makers’, 10% ‘participants’ and 89% ‘consumers’ – with social media creating an amplified peer-to-peer economy to replace the centrality of “the firm”. He thumb-nailed some emerging contexts:

- The Hub, Kings Cross – an international ‘movement’ in changing MOs
- Brooklyn Superhero Supply Company– where, in order to secure empty retail space to use for improving children’s reading & writing, a retail ‘front’ was established – selling ‘supplies’ for superheroes (e.g. capes, masks, secret identities, vortexes and red phones)
- Rutland Telecoms – a village that negotiated and built a high capacity ITC micro-infrastructure (that yielded 7% to investors)

Moving from big capital to multiple small-capital, meant that clients became complex stakeholders (which included the public). Thus behaviours were changing. A professional was differentiated by focusing on public and client good (whereas a consultant only focused on client good).

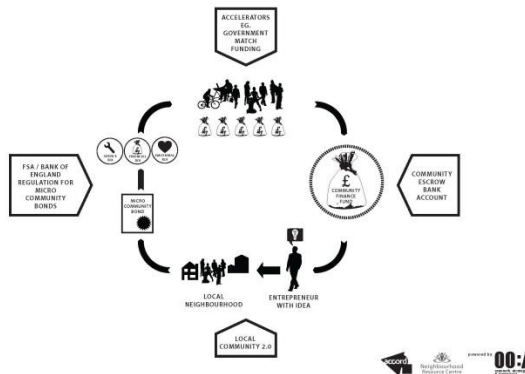
Indy Johar referenced the ‘Platform State’ – that enabled others to act using other kinds of arrangement. He exemplified that while large developers were inactive, the long flat tail (platform) of small players were still ‘open for business’, conditional on initiation and a different service/cost offer. He illustrated how some large corporates that were changing their behaviours – for example in moving from product sales to rental.

The start-up economy was growing and space was abundant (albeit real estate was not necessarily involved). Reinvention did not just involve new technology but rediscovery of things overlooked (like a small shop).

His view was that a community is not functionally progressive, it ring-fences people and opportunity. Open pathways were the drivers of progress and motivated individuals. Thus

the new paradigm was a civic economy = civic society + entrepreneurship, where managed communities shifted to smaller self-run communities supported by 'powerful digital and web technology and a thinking culture.'

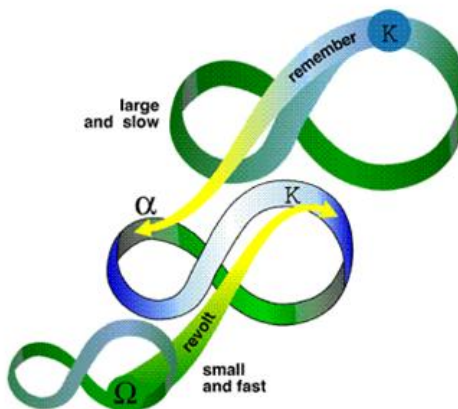
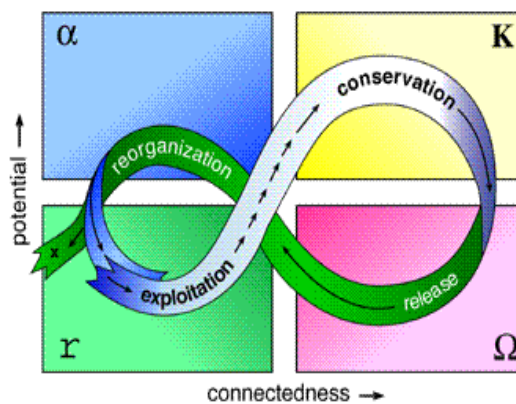
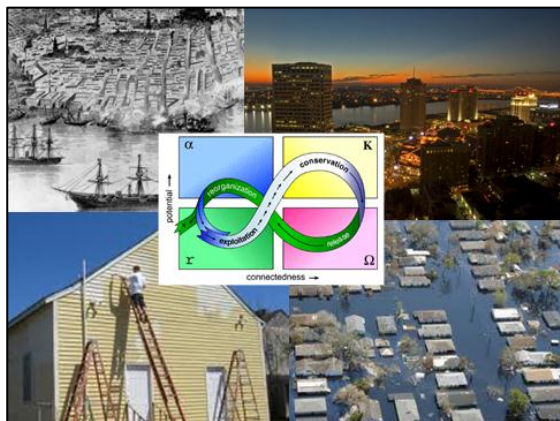
02 // COMMUNITY FINANCE



Baby Boomers must be the investors of this next economy!

Resilience was the theme of **Prof Rikki Therivel** (*Levett Therivel Sustainability Consultants*).

She explained that social and ecosystems were inextricably linked and referenced a cyclical diagram (2) that commonly applied to their relationship – as might describe a forest or a



From Holling, Gunderson & Ludwig (2002)

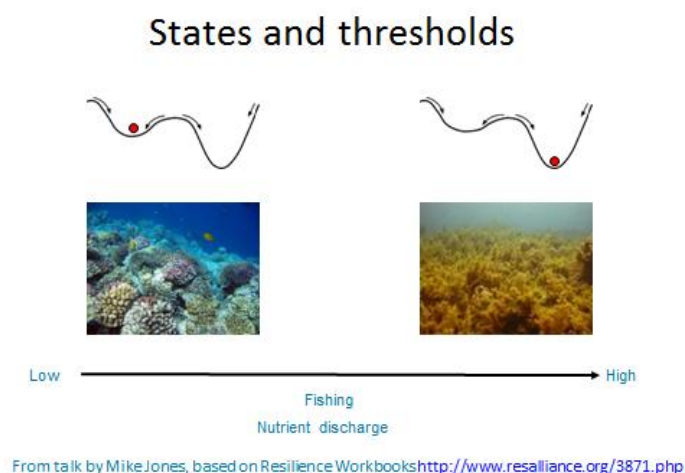
township.

Small and fast cycles impacted large and slow ones unless they recognised as revolutions.

Social and economic systems operated across a range of spatial and time scales. Resilience is impaired when we focus on the small scale and short term and endeavour to make them permanent.

She defined resilience as the ability to absorb shock, to avoid crossing thresholds (possibly into an irreversible new state) and to regenerate and move on. City resilience might involve coping with environmental, social or economic shocks or city planning dealing with policy or political shocks.

The ability to absorb shocks depended on the pre-existing state of things and whether the shock precipitated transition to a new state.



Prof Therivel concluded with a summary of the values for a resilient world as:

1. Promote diversity
2. Embrace ecological variability
3. Maintain modularity/disconnectedness
4. Recognise the importance of 'slow' variables
5. Create tighter feedback between human action and its outcomes
6. Promote trust.
7. Emphasise experimentation
8. Develop overlapping institutions to increase responsiveness
9. Include all 'unpriced' ecosystems.

Demographics, Health & Wellbeing – Dr Ben Wheeler (*Peninsula College of Medicine & Dentistry*) referenced the micro and macro environments that influenced people. Statistics pointed to a future with many more, older people – with different needs for health and wellbeing - and movements in wealth and poverty; the gentrification of inner cities.

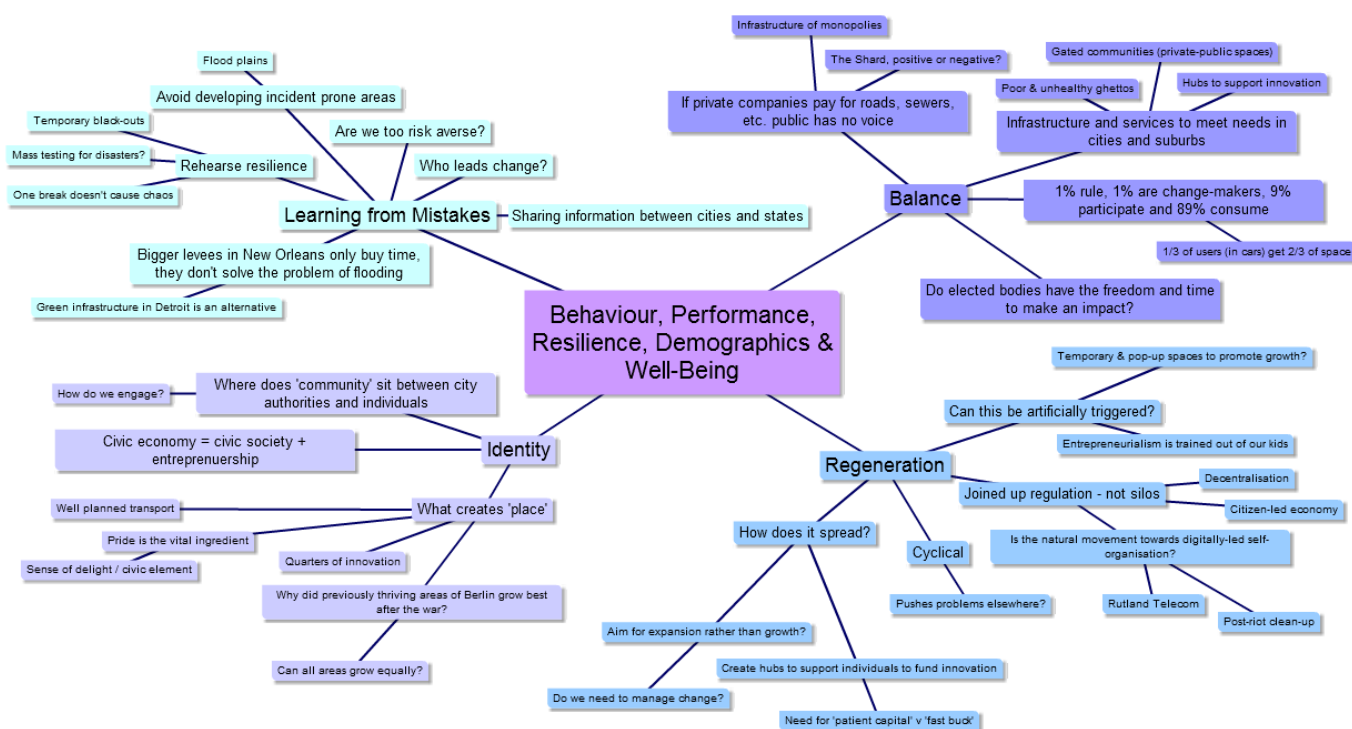
Health was defined by the WHO as “complete physical, mental and social wellbeing and not merely the absence of disease,” albeit there was no good definition of ‘wellbeing’!

In cities infectious diseases were highly relevant (the forgotten burden) but so far they’d been controlled (the TB rate in London stood at about 3500 compared with a few hundred anywhere near).

While we aspire to healthy buildings, streets and urban transportation, toxic exposure was growing in cities and the full effects were not understood. Natural environments were good for health – giving opportunity for physical activity, restoration and stress reduction. While cities offered parks, gardens and waterfronts, there was much scope for salutogenesis (health-creation). Cities were not easily scored for health and wellbeing – there were too many ‘laws’ and too few examples. They continually changed and there was no single answer. City living was often not a matter of choice.

The role of public and private sector had focused on protecting resilience – as with gated communities. But it could be argued that cities need poor quarters - for example, to receive immigrants. So planning needed to address poverty and, for example, to accommodate second and third tier retail, not just glossy shopping centres. It was difficult to frame things that we’d want to see and what evidence base we’d use to inform change. Interventions were needed in transport, energy, environmental services and health. Done well, they created virtuous circles.

System planning needed to address man-made attacks and whether, for example, our reliance on connected systems (e.g., water mains) compromised resilience?



Round table 3: *Behaviour/performance*

Key points included:

1. The importance of scale; where does the community sit between local authority and us? most people have a mental ownership of where they belong
2. UK has no fiscal basis for planning public roads, sewers and other services but these set the pattern for our cities for all time.
3. How do we protect our regulations? Alternatively how can we get regulations to be joined up and not operate in silos?
4. What are the new productive economies?
5. Is there a new citizenship in the economy?
6. People-centred urbanism is starting to emerge, less planning and more talk about people. What is most interesting is the ability to change the city outside the planning system.
7. Cities aren't merely about their tourist image (cafes on street, pretty spots on post cards). What counts is the question of how to improve the real quality of life (the non-shiny parts of a city life), we need to think about the dreary pitch in a city. In other words, the megacity transport links are more important than the piazzas.
8. Nevertheless, the importance of the public realm is huge. Re-instilling a sense of delight in the city can evoke social change.
9. Natural open space is exciting (e.g., the London Olympic Park)
10. It is clear that one can't imitate other cities' experiments. Also, one needs to be aware of the distinction between urbs (the city) and civitas (the community)
11. If a mayor is good, he will adapt a particular idea to his city's needs
12. Empowered mayoral position has greater scope for positive change to take place.
13. It is more effective to use the built environment to gently imply behavioural modes rather than forcing through prohibitions on certain activities within the public realm.
14. We must admit our mistakes, if we want to learn. We are too risk averse. We won't do something that puts profits at risk unless there is a model to support it.
15. "What we have created in our cities does not help sharing of space" regarding transport.
16. Pop-up/temporary spaces can benefit development. 'Guerrilla' gardening brought community together (reclaiming space)

17. Retail parks are a real problem, we need a different approach. Why are we building them, even inside the city? Are they the compromise for expensive inner city shops? They do not facilitate the right behaviours as they are only accessible by car. Should we leave them alone to improve life in the existing cities? Retail parks are not more expensive when associated transport costs are reckoned.
18. London benefits from strong suburban cultures borne of villages coming together slowly over many years.
19. Artificial regeneration, with infrastructure and transport kick starting the process can spread organically in time (e.g. the Olympics, South Bank, Greenwich.)
20. Regeneration is cyclical. It doesn't solve problems but pushes them elsewhere.
21. "Is it wrong to change the identity of places?" No, if it works for the existing residents.

Round Table 4: *Resilience* and Round Table 5: *Demographics, health and well-being*

Key Points included:

- Engineers' response to the New Orleans flooding due to overwhelmed levees is to build higher ones which will only buy time - instead of reconstructing the self-protecting delta.
- Who lives in developments built in risk prone places, (ie; flood plains - as the Olympic site)? Perhaps just people who can't afford better?
- Don't build in incident-prone areas.
- The combined storm water and foul sewers in Detroit means that storms cause raw sewage to run through the city. It plans to rebuild green infrastructure to absorb the water. (NB the growth of Detroit around a single industry (cars) proved not very resilient!)
- Resilience comes as a result of diversity
- The private sector is more diverse and resilient - it has more scope to absorb.
- In Denmark the state sets the rules/framework but the private sector does the work. However, there is also no sense of local consultation. The Danish government decided on a path early on and has built the capacity as part of a future-proofed master plan. Other EU countries had to adopt energy policies that promoted the liberalisation of the markets.
- What is interesting about the Danish model is the collaboration between state and citizens (e.g., regarding electric cars) – which shows that infrastructure planning must take account of socio-economic impacts.
- Decentralisation is key to creating city resilience (e.g., decentralised power generation and water treatment.
- We should design systems with more flexibility. This means that one break in the system does not throw the whole system into chaos.
- Behavioural Resilience is important, for example in dealing with occasional blackouts. Faked black outs could help build skills into the population for when it really begins to happen. This would also be an incentive to become self-sufficient.
- Resilience is also being able to adapt to change.
- London is rather resilient already. If you take the 7/7 attacks for instance it was impressive how quickly London got back to normal after this.
- What is the appropriate way to communicate in a disaster? For instance mass text messaging information to phones.
- Productive land is very valuable - when 40% of UK food is imported and the 60% is transported to and fro by monopoly suppliers
- The need for 'Patient Capital' as opposed to short-term investments (e.g. 4 year pay-back required in Russia's investments).
- It is dangerous to privatise publicly-funded knowledge
- Most people are in the city out of economic necessity.
- Are gated societies - controlled private-public spaces better or worse for creating resilient 'pockets'?
- An effective city has core 'quarters' which produce new waves of innovation.

- The turnover of different ethnic demographics centres on certain quarters (e.g., London's Brick Lane). Why does this keep happening in the same place? Is there an economic or social reason for this?
- Who is leading change? Cities are changing anyway, should we be planning this? We need a way to measure this change.
- Can we do anything to prevent the evolution of cities as they are?
- Organic growth should be dictated by well-planned transport. There also must be a civic element.
- Are we sure that all areas can be raised up to the same levels of economic growth?
- Policies should plan for poverty". Low-value uses require protection and the community need to lead this.