

Carriageworks Cultural Plan – for discussion

Managing Space, Uniting People

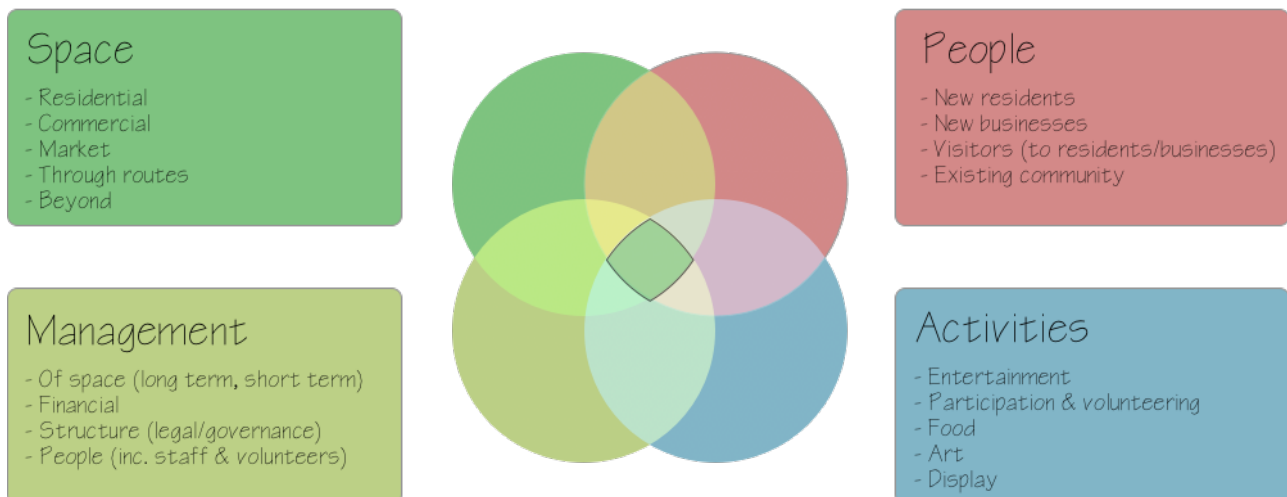
The Carriageworks development will create two types of value: financial value from the sale and rent of space, and social value from the use of that space and how it brings people together.

Most developments will create some social value. But increasing it requires active planning and facilitation to make well designed spaces where activities, whether organised or casual, can take place and bring residents, businesses, visitors and neighbours together. The process through which this happens is the cultural plan.

The Cultural Plan

A cultural plan brings together four components: space, people, activities and management. Some people call this ‘placemaking’; a process which “facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution”. <https://www.pps.org/article/what-is-placemaking>

Carriageworks Cultural Plan Managing Space, Uniting People



Vision

The Carriageworks will be a place that brings people together, whether they live on the site or in the surrounding area. It will offer a range of facilities and activities that meet local social and economic needs. It will reflect the culture and history of the surrounding communities. It will inspire visitors and will be a place with which people want to be associated.

Costs & Revenues

To be viable and sustainable, the Cultural Plan eventually needs to pay for itself. Income will come from:

- Service charge on residential and business premises
- Hire of market stalls
- Events (ticket sales)

In addition there will be subsidy (or working capital) in the initial years from the developer. Some activities may attract grant funding or sponsorship. Overtime volunteering will also help.

Costs will comprise:

- Staff and on-costs
- Operating the market area
- Running events
- Commissioning artwork / displays

Governance & Management Structure

An incorporated body - potentially not-for-profit social enterprise (e.g. CIC or CIO). Directors / trustees drawn from local stakeholders. Staff employed by the enterprise.

Ownership

If there is a separate owner of the space the enterprise will need a management contract. If the enterprise can also be the owner there is much greater potential to develop social and financial value, but also greater liabilities and risks.

Challenges to Address

- Engaging the developer in early discussions about long term management
- Understanding how the whole ground floor will work and how it will complement residential floors and the surrounding area
- Business planning and capital funding especially if the enterprise is to be the owner
- Careful design to address key challenges – market & events area, unit size and configuration, lighting market area, managing noise & smells (esp. impact on residents above)
- Making the market viable
- Ensuring market, events and commercial tenants are complementary
- Ensuring flexibility so future occupiers can contribute
- Ensuring business & residential tenancies support the cultural plan objectives