Building Cultural, Community and Economic Capital through Place Making

Peter Smith
CEO
City of Port Phillip
Australia
What makes a city livable and sustainable? Place Capital: is the value of a place to place users.

- **Environmental**: Environmental sustainability, awareness and participation
- **Social**: Community leadership, participation, volunteering, inclusion, wellbeing, resilience
- **Physical**: Accessibility, connectivity, safety, comfort, attractiveness
- **Cultural**: Street life and activation; innovation, creative and artistic expression. Attachment to, and significance of the place.
- **Economic**: Entrepreneurship, business growth and sustainability, accessibility, affordability

**ENVIRONMENTAL**
- Environmental sustainability, awareness and participation

**SOCIAL**
- Community leadership, participation, volunteering, inclusion, wellbeing, resilience

**PHYSICAL**
- Accessibility, connectivity, safety, comfort, attractiveness

**CULTURAL**
- Street life and activation; innovation, creative and artistic expression. Attachment to, and significance of the place.

**ECONOMIC**
- Entrepreneurship, business growth and sustainability, accessibility, affordability
TOP 10
DRIVERS OF CHANGE

1. Rapid urbanisation
2. Population growth & densification
3. Land values & housing prices
4. Gentrification
5. Changing economies
6. Mobility, congestion & parking
7. Disruption & technological change
8. Infrastructure provision (Hard and soft)
9. Climate change
10. Increasing regulation

CREATING MULTIPLE OFTEN COMPETING AGENDAS

Inclusion  Safety  Research
Planning

Mobility  Vibrancy

Resilience  Affordability

Innovation  Public Art

Culture  Community

Disruption  Health

Architecture  Climate change

New economies  Sustainability

TRADITIONAL APPROACHES

- Master planning & design
- Planning policy
- Regulation & compliance
- Focus on hard infrastructure
- Project led responses
- Subsidies and incentives to buy outcomes
- Reliance on “expert” advice and single issue solutions
- Limited engagement
- Siloed government
- “Competitive place governance” pursuing one issue to the detriment of others.
“Competitive Governance” creates unhealthy competition for public space

Creates “Place Winners & Place Losers”

Politicians

Public Administration

& erodes Place Capital

Private sector
Community
Citizens
Competitive governance at a **Political** level

- **Enter with a vision**
- **Need for “real” silver bullet grows**
- **Backflips or Defends policy & projects**
- **Silver bullet fails to add public value**
- **Pick & announce winners**
- **Experts advocate to Fund their silver bullets**
- **Short Political & Media Cycles**
- **Chase for short term Political Capital**
- **Lobbied aggressively**
- **Feel the need to act quickly**
- **Limited engagement**
- **Seek expert advice**
What drives competitive governance at a Community level

Enter with passion

Ideas to resolve local & place issues

Give up because it's too hard

Try and subvert The system

Lobby politicians for change

Participate in consultation processes

Compete for limited funding

Told their ideas are outside policy or low priority

Have their ideas dismissed

Becomes harder to get Government funding

Even More limited funds

Silver bullet fails to add public value

Politicians Pick winners

OR

Give up because it's too hard

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Ideas to resolve local & place issues
Rapid Urbanisation & Fast growth
Competitive “place governance” & traditional city management approaches are not set up to cope with the increasing community conflict that fast growth brings?
Living in an age of increasing disruption
“Competitive place governance” approaches are unable to manage the risks and take advantage of the opportunities that disruption brings?
COMMUNITY IMPACTS

- Intense competition for & conflict over use of public space
- Growing social isolation
- Growing disparity between “haves” and “have nots”
- Loss of creative ecosystem in inner cities
- Loss of high streets & small businesses
- Conflict over road use & increasing congestion
- Loss of jobs through failure to establish new economies
- Infrastructure lag (Hard and soft)
- Changing expectations of Government & growing loss of trust

Trust in Government in Australia drops 5% points in a year and 10 points since 2012!
Place making is the single most important strategy that Governments can adopt to build community and citizen capacity.
Parklets - Design Led vs Place Led

$65000 each ($650,000 total)
Designed by an architect
Owned by Government
$200,000 maintenance & cleaning p.a.
Location of some major street brawls

$10000 in Council; staff time
Designed and built by business owner
Cleaned and looked after by the business
Peoples Choice Award at the Adelaide Prize.
1. Cities and places are dynamic social ecosystems with complex cause and effect relationships.
2. There are no “silver bullets”, single issue solutions are highly likely to erode place capital.
3. Lighter quicker cheaper & action learning approach enables testing & creative exploration without the risk of permanent damage to the ecosystem.
4. Co-creation requires that equal weight is given to all views if collaborative solutions to multiple competing self interests are to be found.
5. Co-contribution - the responsibility, resources, time and energy required to positively change the place are held by many different stakeholders and place users.
6. Governments highest goal is not to do to the community by picking winners but, to build community capacity to find and co-create solutions to the multiple issues and conflict that change brings to the community.
Place Led
Critical Success Factors

1. **Think and Plan Differently:**
The city as a network of human exchange

2. **Dance Differently:**
New forms of collaborative place governance are required

3. **Measure and Value Differently:**
Understand the true value of great places to a city
Place identity & place attachment create multiple types of place capital

4. **Organising Differently:**
Place first expertise second.
Critical Success Factor 1.
Think Differently: The City as a Plan as an Experience

“Cities are not built forms they are social forms, we must design from social life, not for it” – Fran Tonkiss
1. Think and Plan Differently

Places are complex social systems

“Cannot expect social outcomes from physical form policies and plans”
Fran Tonkiss, author of “Cities By Design: The Social Life of Urban Form.

St Kilda Junction, City of Port Phillip
“We have all tried to walk or ride through places where the traffic engineers won!”

A “SPACE” can be physically defined by the boundaries of the area e.g. a park
A “PLACE” is socially defined by the people who use it, experience it, attach to it and identify with it as their place.

“There is an enormous pressure on politicians to produce rational plans when public space, needs porosity, informality and incompleteness to be successful”
Professor Richard Sennet, Centennial Professor of Sociology at the London School of Economics.
1. Think & Plan differently
The City as a Tapas bar not a spatial masterplan

Adelaide City Council Strategic Plan
CASE STUDY: Palmerston North, New Zealand

“Tapas Bar” analysis
Who goes to which places and when do they do this?
Palmerston North: Power of 10 Ideas and Opportunities? What’s missing?

The Power of 10 principle (PPS, New York)

Great cities have at least 10 great places and in each place there are at least 10 things to do at different times of the day, week, month and year.
Think differently
Understand cause and effect

- Reduced Visitation
- Declining demand
- Increased competition for existing demand
- Discount to compete
- Failure to reinvent
- One or two businesses fail
- Vacancies increase
- Feels unsafe & unwelcoming
- Declining place identity & experience
- Reduced place attachment
- Reduced investment in businesses and property
- Sub optimal tenancies & rents reduce
- Reduced investor confidence

“It is not the availability of parking that is the problem”
Street level economy – place led drives cycle of growth

Understanding Place:
Places are dynamic ecosystems, help place users understand cause and effect to create great places.

- Declining demand
- Co-contribution to place curation
- Co-create place vision
- Curation of strong Place Identity
- Council Facilitates & Deregulates

- Investment in businesses and property
- Share data & stories to understand
- Collaborate and test to create new demand
- Improved place identity & image
- Increased Visitation
- Feels welcoming & safer
- Stronger place attachment
- Greater investor confidence
- Improved return on investment

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“Place Led” - Place Planning Process

PLACE ASSESSMENT:
What's the place like now?

- Place Audit
- Place Capital Data
- Local Knowledge
- Current Place Identity
- Place Leadership?

PLACE PLAN:
What could it be like and how do we get there?

- Agreed Place Vision & Future Identity
- Activation, Events & Promotion to build place attachment & identity
- Test with Temporary Public Infrastructure
- Permanent Public Infrastructure
- Facilitate Private Sector Investment
- Private Sector Investment
- Test deregulation through pilots
- Permanent Deregulation
- Facilitate Local Place Leadership
- Model & Resources for Local Place Management

Quick Wins – low cost things that we agree make sense to do straight away

- 3-6 months
- 12-18 months
- 18 months plus

Place Book Future
Did we Succeed?
Critical Success Factor 2. Dancing differently
Tactical Urbanism

"Place Making = Activation"

Vibrant Villages
Creation of Splash Adelaide
“Placemaking = Activation Plus Capacity Building”
Dancing differently: Splash Adelaide
Community Learning

**Cultural change** within the community – move from “entitlement” to collaboration

**Consulting by experience** and enabling people to test “what could be” is a great way to get people engaged

We **learn more from getting things wrong** then getting things right

Organisational Learning

**Cultural change** within the organisation - when experts collaborate around place they focus on public value rather than professional value

**Authorisation to be “lighter, quicker, cheaper”** and test different policies enables us to foster innovation and learn through action.

**Deregulation** - the vast majority of our current policies and rules are actually constraints to innovation, economic and social development
Dancing differently
Small Bars

- Council and State Government worked to change regulations, simplify application and development approval requirements, case managed.
- Maximum 120 people, 11 am to midnight (or 2 am on application).
- Supported through place plans and pilots.
- 36 small bars opened since April 2013, more on the way.
- 54 applications only 4 rejected.
- Led to a boom for the City’s small streets and laneways, all of the bars have been successful.
Dance Differently: Food Trucks & Fork on the Road

Spring Fork, Sunday 18 September, 12-4pm, Bonython Park
Critical Success Factor 3. Value Differently - Place making as a strategy for convergence

“Whatever rises must converge”
Place led approaches are “convergent” & synergistic creating multiple forms of place capital whilst reducing community conflict.

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How do we use the social and cultural value of our streets & places to help cities compete through differentiation?

Competition

Differentiation

Place making as a market competition strategy

Deeply understand the value of great public places to a city

Value differently

BIG BOX/ MEGAMART
- Functional
- Convenient
- Efficient
- Price competitive
- Relies on volume
- Tries to be social

ON LINE
- Functional
- Convenient
- Efficient
- Price competitive
- Relies on volume
- Tries to be social (Virtual)

MAIN STREET
- Social
- Cultural
- Experiential
- Less Price competitive
- Relies on loyalty
Value Differently: What makes a great place?

Great places:

* Have a **strong positive place identity** that are reinforced by repeated positive experiences for place users

* Have **strong place attachment** – people are passionate about the place and care about what happens there (Knight Foundation: Soul of the Community research).

* Are “**place led**” place users are prepared to collaborate to find solutions and invest their own time, energy and resources in the place. (Place Governance Partners/PPS model for place leadership)

* Are **inclusive** – “**8 to 80 Principle**” (Gil Penalosa, 8-80 Foundation, Canada)

* Are active and have things to do - **The power of 10** (Projects for Public Spaces, New York)

* Are **dynamic evolving systems** that change over the day, week, month and year whilst retaining their core identity. They are social systems that are informal and porous. Fran Tonkiss, author of “Cities By Design: The Social Life of Urban Form.

* Achieve a **balance between the different forms of place capital** and this balance enables synergies to be leveraged. (Adelaide City Council, Place Making strategy)

* Recognise, celebrate and **leverage the value of their social, cultural and physical heritage** to create a unique place identity and strong place attachment into the future
Critical Success Factor 4. Organising differently

What kind of government and city leadership is needed to support place making?
4. Organising differently
Why do public servants act this way?

- Enter with Expertise & passion
- Restructure to save money
- Increase rules to prevent future failure
- Even More limited funds
- Experts blame other experts
- Silver bullet fails to add public value
- Organised by expertise
- Driven by political need to act & community needs
- Manage competing Demand & risk by establishing rules
- Often engage on single issues only
- Compete with other experts to have solution funded
- Politicians Pick winners

Silver bullet fails to add public value
Restaurant picks winners

Driven by political need to act & community needs

Organised by expertise

Restructure to save money

Even More limited funds

Experts blame other experts

Silver bullet fails to add public value

Manage competing Demand & risk by establishing rules

Often engage on single issues only

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Politicians Pick winners
NIMBYism is seen as a risk...
Do not underestimate the cultural change and leadership that is required within City Government.

It is the single most important critical success factor.
4. Organising differently to achieve institutional change at every level

The world’s wicked problems cannot be solved by “projects” that pick issues off one at a time. We need a global network to deliver paradigmatic change and shift the solid wall of resistance that we find in institutions globally.