Building Cultural, Community and Economic Capital through Place Making

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What makes a city livable and sustainable ?
Place Capital: is the **value** of a place to place users.

Environmental sustainability, awareness and participation

ENVIRONMENTAL

SOCIAL

Community leadership, participation, volunteering, inclusion, wellbeing, resilience

Accessibility, connectivity, safety, comfort, attractiveness

PHYSICAL

CULTURAL

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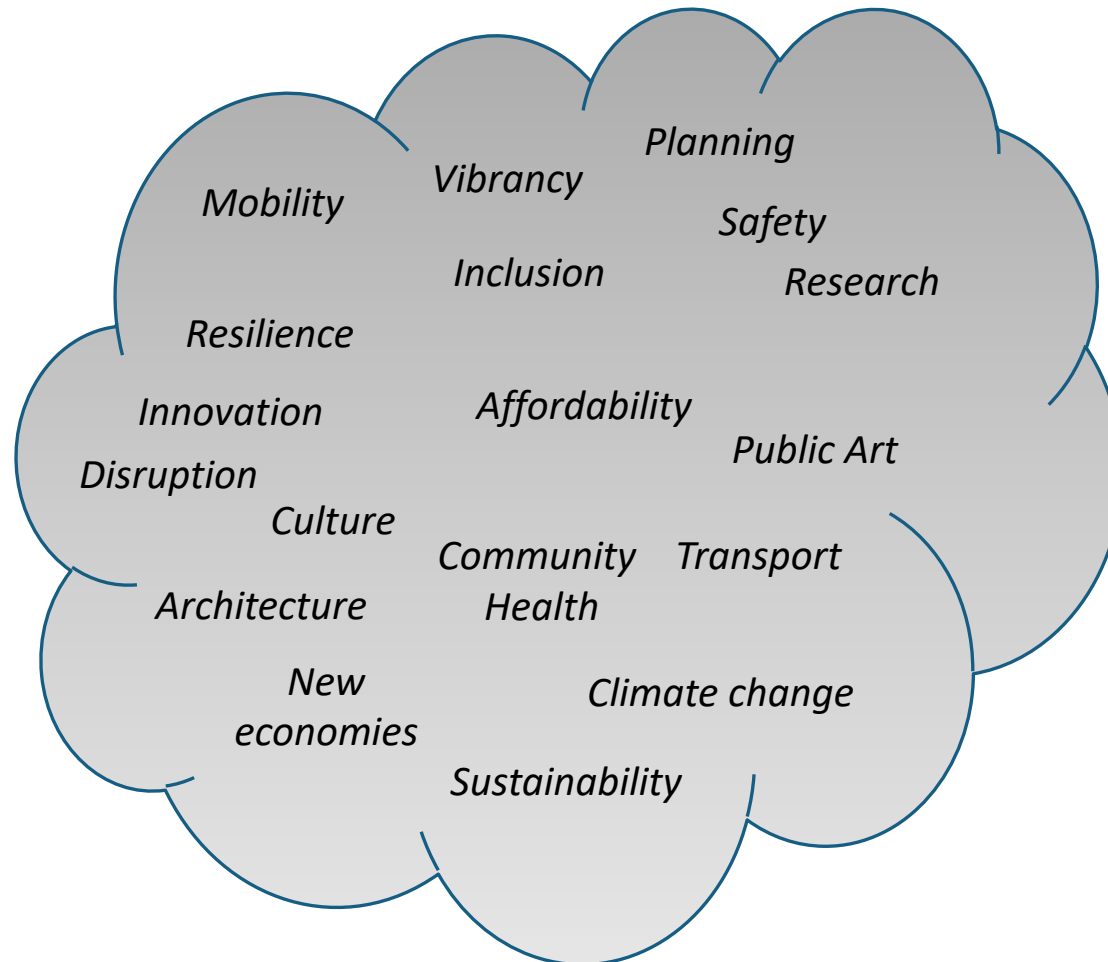
ECONOMIC

OPEN

Entrepreneurship, business growth and sustainability, accessibility, affordability

Challenges for City Managers

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)
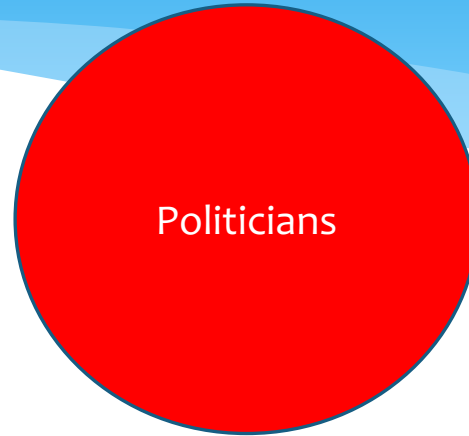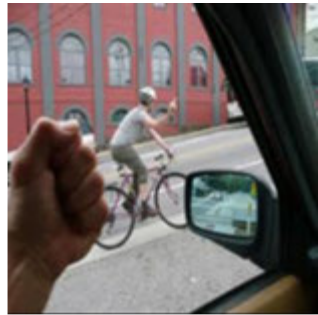9. Climate change
10. Increasing regulation

CREATING MULTIPLE OFTEN COMPETING AGENDAS

Mobility · Vibrancy · Planning · Safety · Inclusion · Research · Resilience · Innovation · Affordability · Public Art · Disruption · Culture · Community · Transport · Architecture · Health · New economies · Climate change · 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.

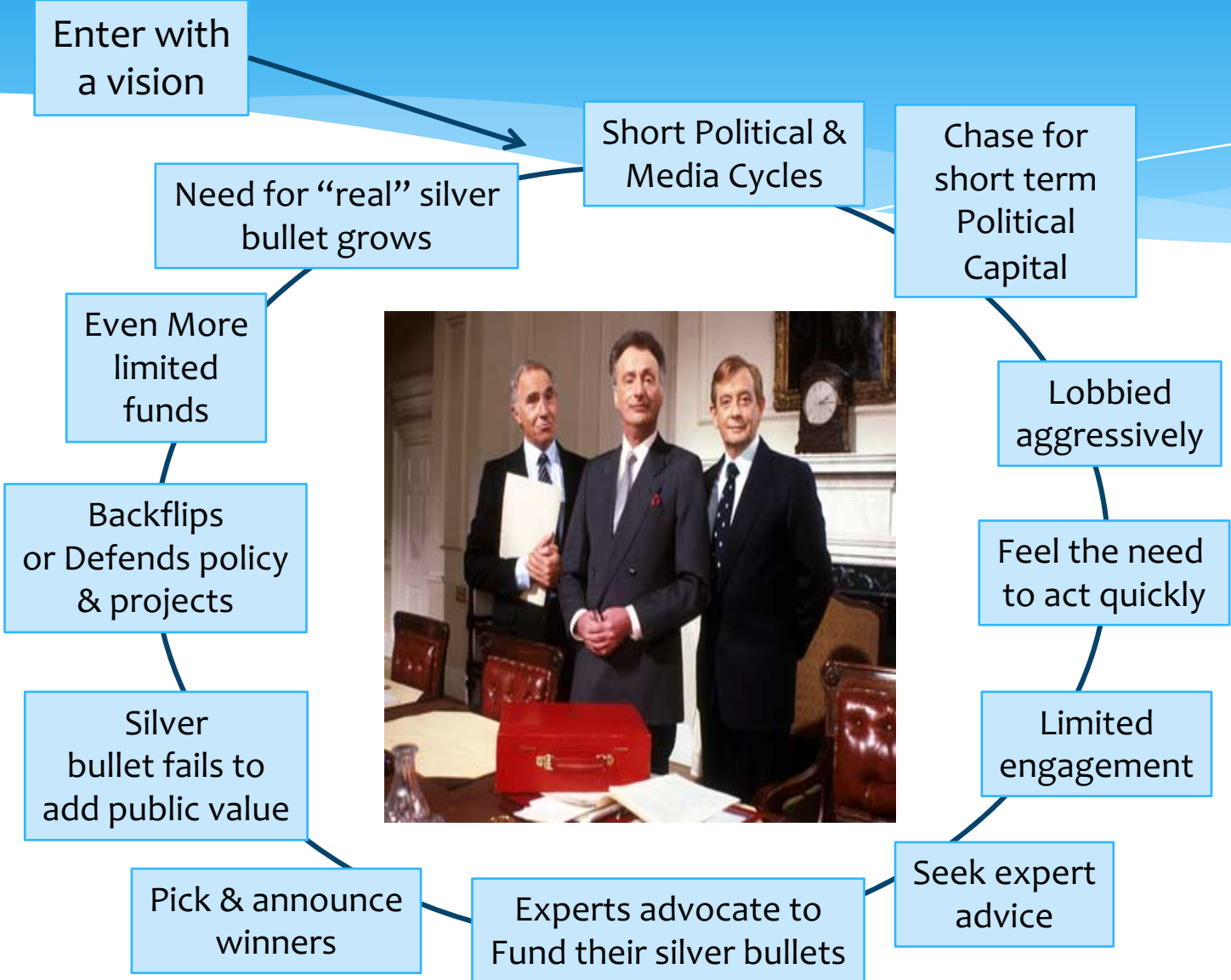# "Competitive Governance" creates unhealthy competition for public space

Politicians

Creates "Place Winners & Place Losers"

Public Administration

& erodes Place Capital

Private sector

Community

Citizens

Competitive governance at a **Political** level

Enter with a vision

Short Political & Media Cycles

Chase for short term Political Capital

Need for "real" silver bullet grows

Even More limited funds

Lobbied aggressively

Backflips or Defends policy & projects

Feel the need to act quickly

Silver bullet fails to add public value

Limited engagement

Pick & announce winners

Experts advocate to Fund their silver bullets

Seek expert advice

What drives competitive governance at a **Community** level

Enter with passion → Ideas to resolve local & place issues → Lobby politicians for change

OR

Try and subvert The system → Lobby politicians for change

Give up because it's too hard

Becomes harder to get Goverment funding

Even More limited funds

Silver bullet fails to add public value

Politicians Pick winners

Have their ideas dismissed

Told their ideas are outside policy or low priority

Compete for limited funding

Participate in consultation processes

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?

CONFLICT

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 ?


Artificial Intelligence

UBER EATS

Google self-driving

3D

THESE BARRIERS STOP HOSTILE VEHICLE ATTACKS

RISK AVERSE

ALL IN ONE

Smart Pole Solution by TTi -Valmont

valmont

Team Target

Internet of Things

Smart Service

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 Further Evaporates

Percent trust in government, and change from 2016 to 2017
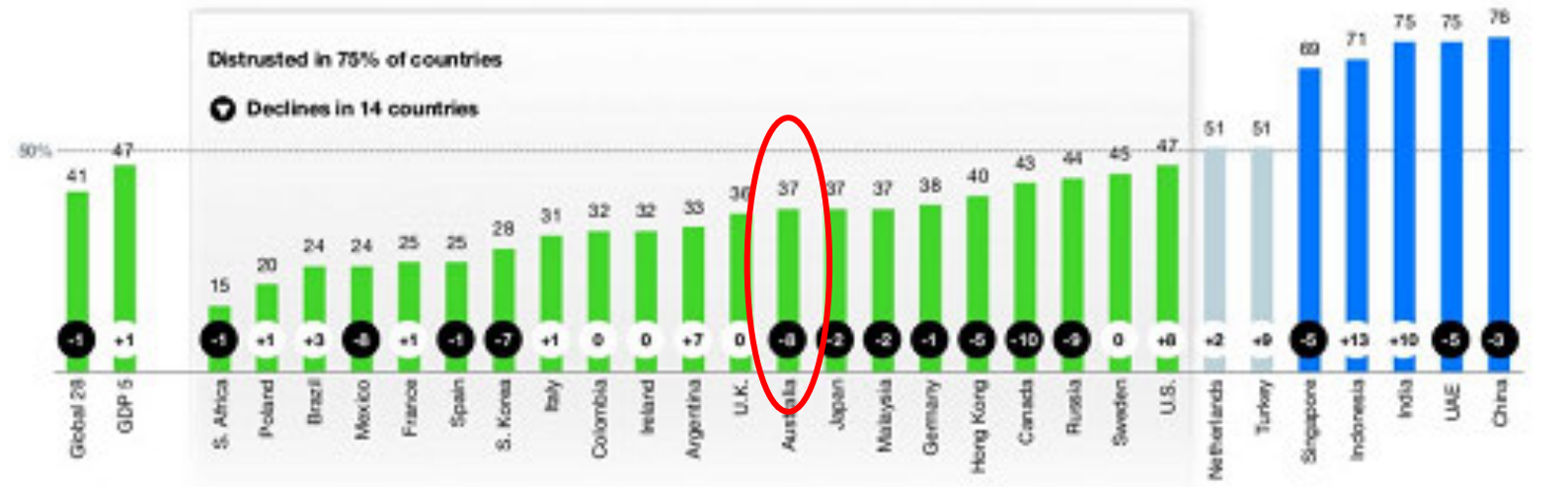
Trust in Government in Australia drops 5% points in a year and 10 points since 2012!

DRIVERS OF CHANGE

- **Rapid urbanisation**
- **Population growth & densification**
- **Land values & housing prices**
- **Gentrification**
- **Changing economies**
- **Mobility, congestion & parking**
- **Disruption & technological change**
- **Infrastructure provision (Hard and soft)**
- **Climate change**

**Need for a new paradigm:
Colloboartive place governance**

Government Assistance & Capacity

Citizen & Community Capacity

Community Leads & Government Facilitates

PLACE LED

PLACE SENSITIVE

Government Announces & Defends

DISCIPLINE LED

PROJECT LED

Low   Place Leadership   High
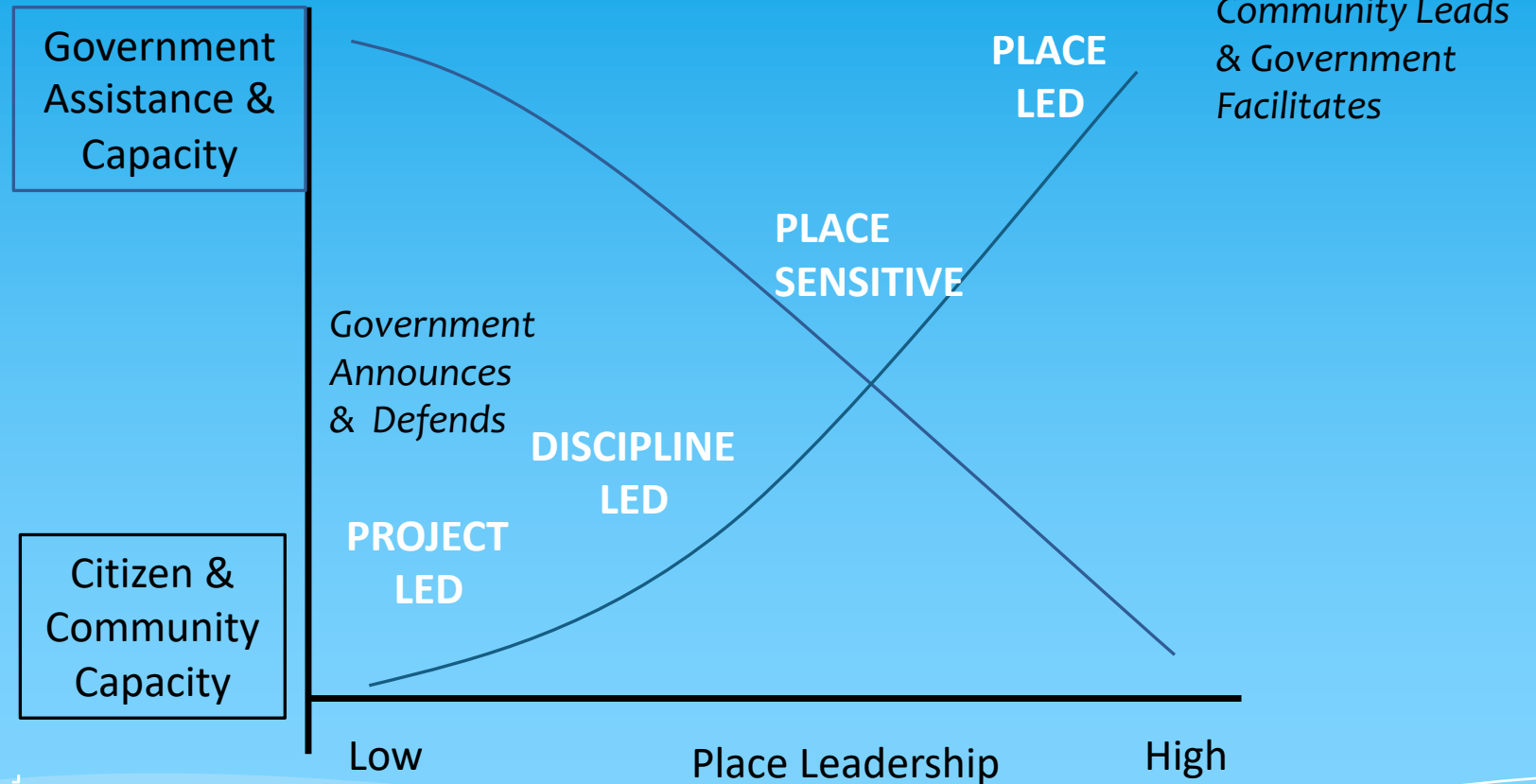
Place making is the single most important strategy that Governments can adopt to build community and citizen capacity

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.

6 GUIDING PRINCIPLES

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 Expereince

"Cities are not built forms they are social forms, we must design from social life, not for it" – Fran Tonkiss

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

"Cannot expect social outcomes from physical form policies and plans"

Fran Tonkiss, author of "Cities By Design: The Social Life of Urban Form.

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"

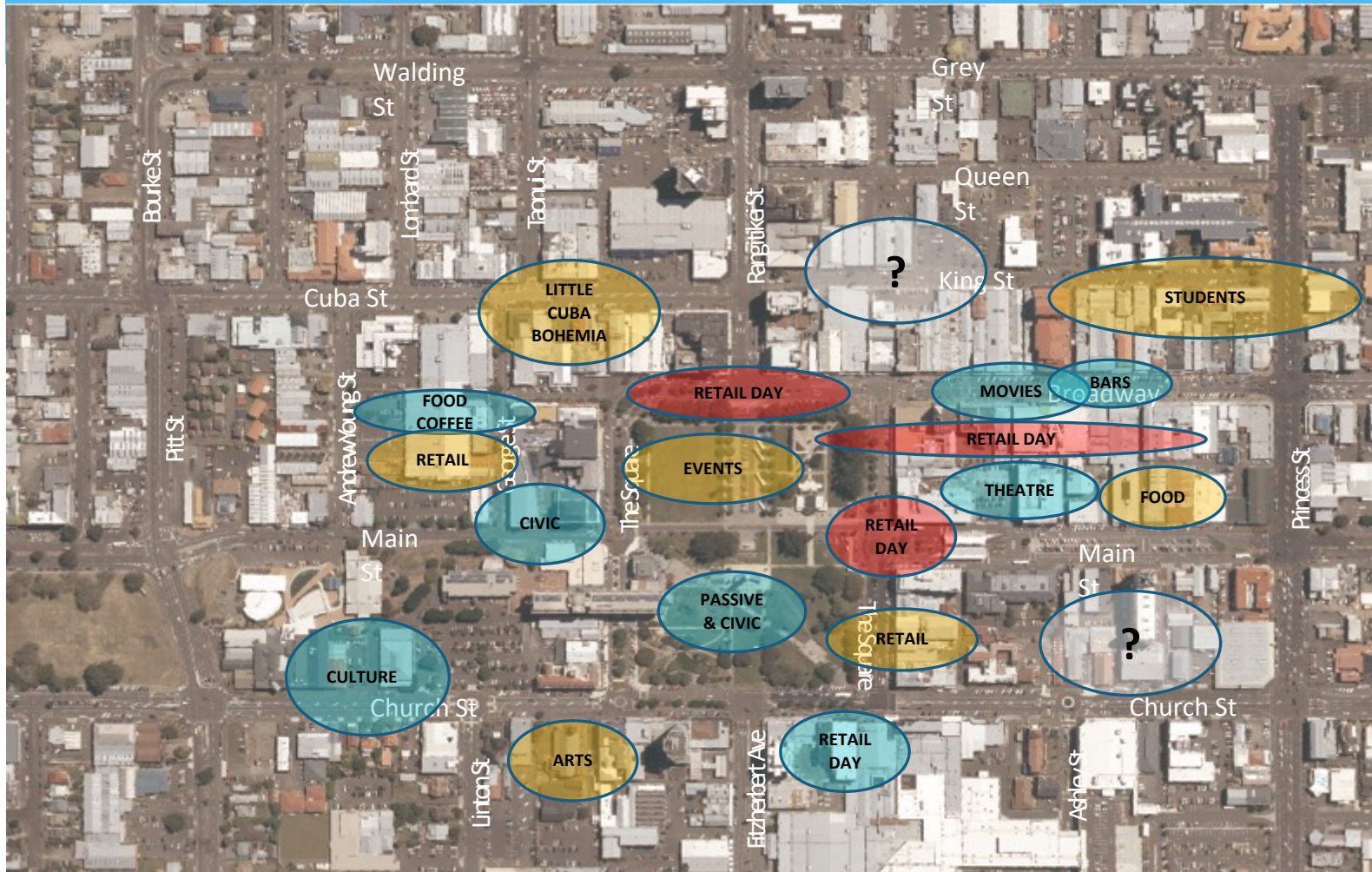*Professor Richard Sennet, Centennial Professor of Sociology at the London School of Economics .*

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 ?

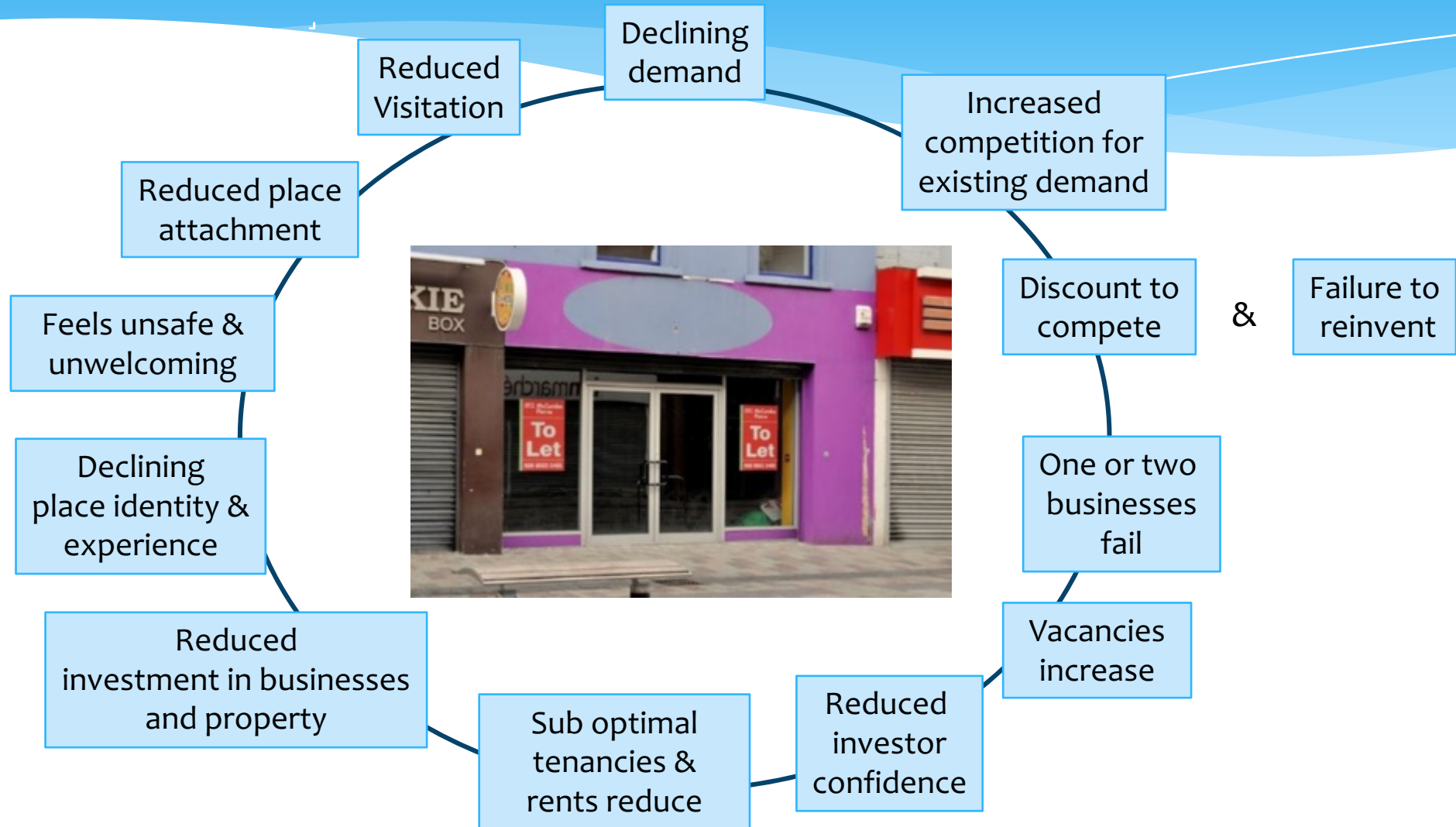# Palmerston North: Power of 10 Ideas and Opportunities ?
What's missing ?
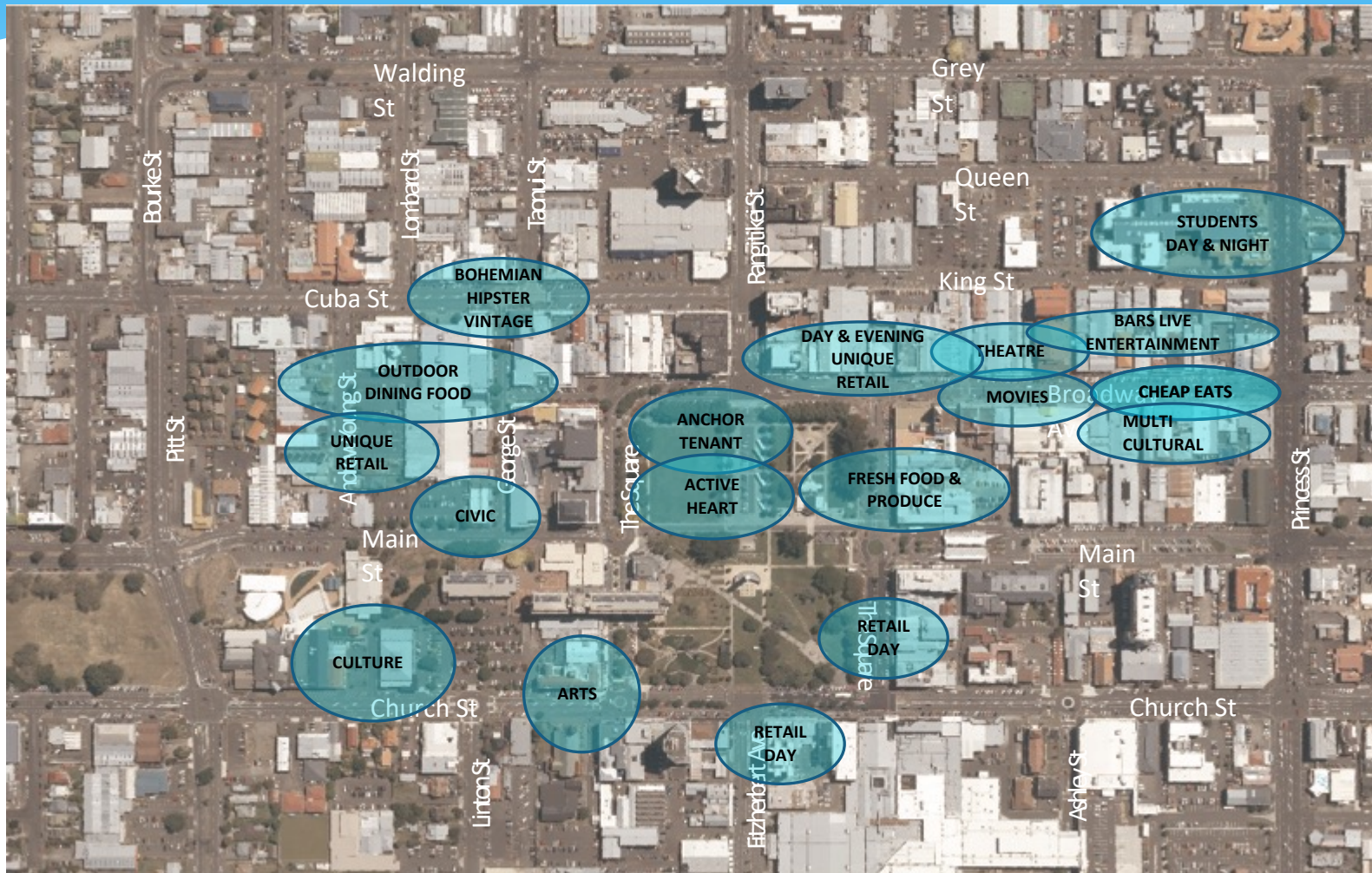
The Power of 10 principle (PPS, New York)

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

"IT IS NOT THE AVAILABILITY OF PARKING THAT IS THE PROBLEM"

Reduced Visitation

Declining demand

Increased competition for existing demand

Reduced place attachment

Feels unsafe & unwelcoming

Declining place identity & experience

Reduced investment in businesses and property

Sub optimal tenancies & rents reduce

Reduced investor confidence

Vacancies increase

One or two businesses fail

Discount to compete

&

Failure to reinvent
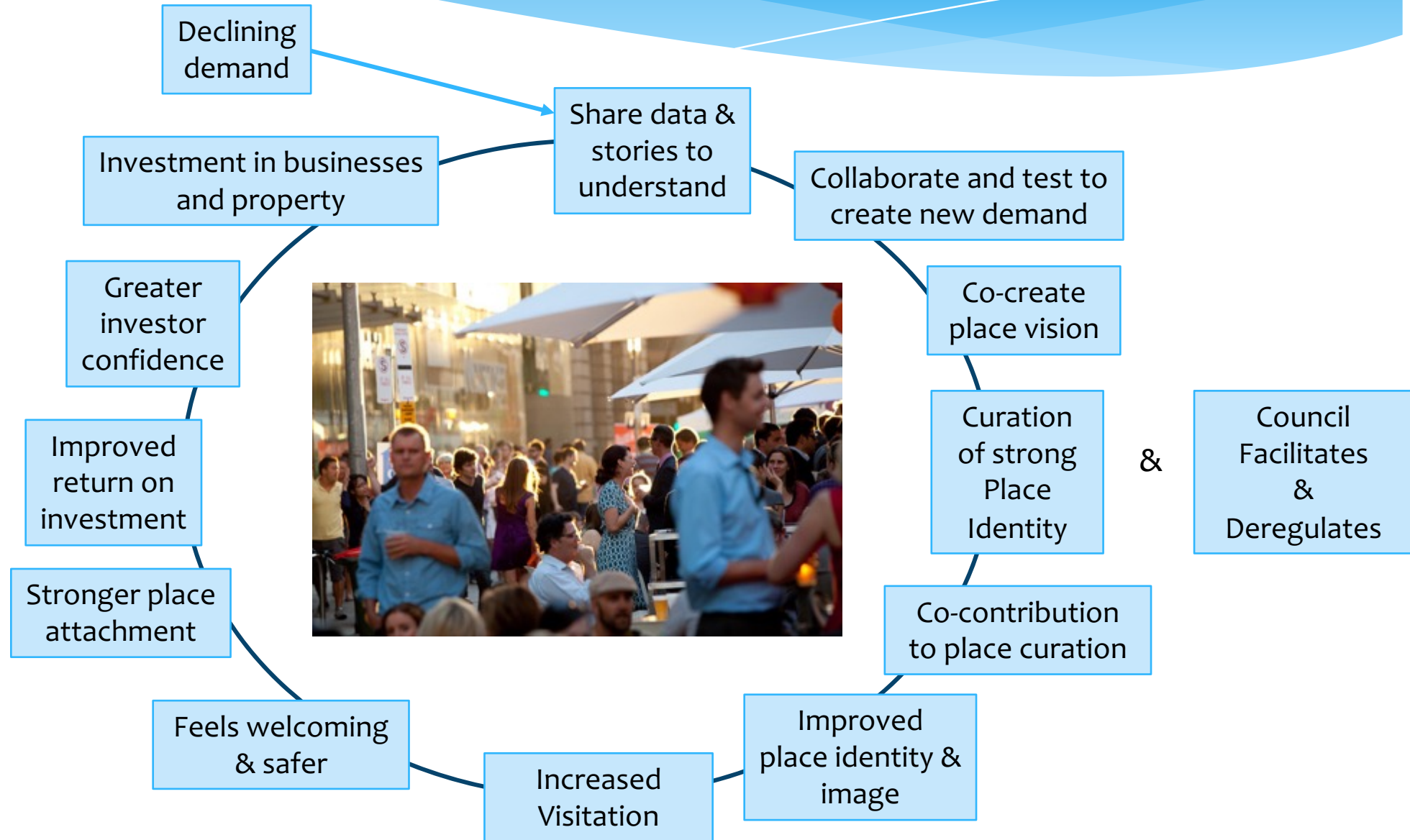
Street level economy – place led drives cycle of growth

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

- Declining demand
- Share data & stories to understand
- Collaborate and test to create new demand
- Co-create place vision
- Curation of strong Place Identity
- & Council Facilitates & Deregulates
- Co-contribution to place curation
- Improved place identity & image
- Increased Visitation
- Feels welcoming & safer
- Stronger place attachment
- Improved return on investment
- Greater investor confidence
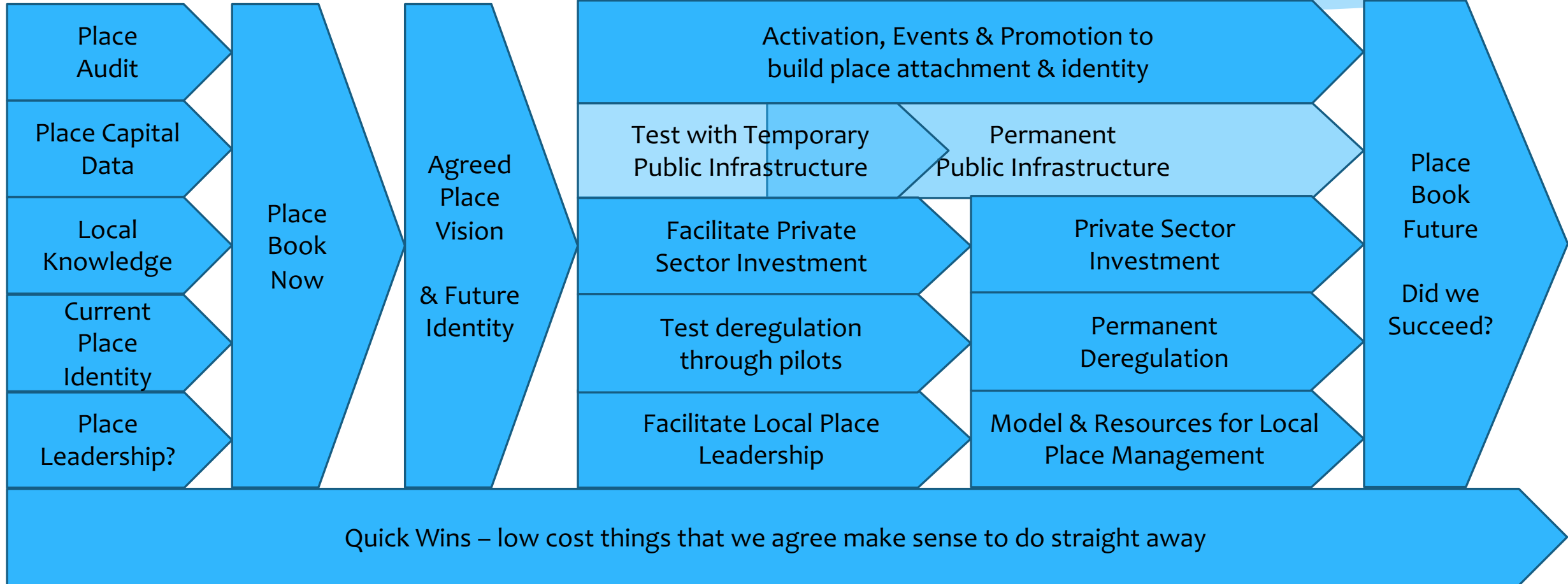- Investment in businesses and property

"Place Led" - Place Planning Process

PLACE ASSESMENT:
What's the place like now ?

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

Place Audit

Place Capital Data

Local Knowledge

Current Place Identity

Place Leadership?

Place Book Now

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

Place Book Future

Did we Succeed?

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

3-6 months

12-18 months

18 months plus

Critical Success Factor 2. Dancing differently Tactical Urbanism

TACTICAL URBANISM

PALMY UNLEASHED

"Place Making = Activation"

Vibrant Villages

GAP FILLER
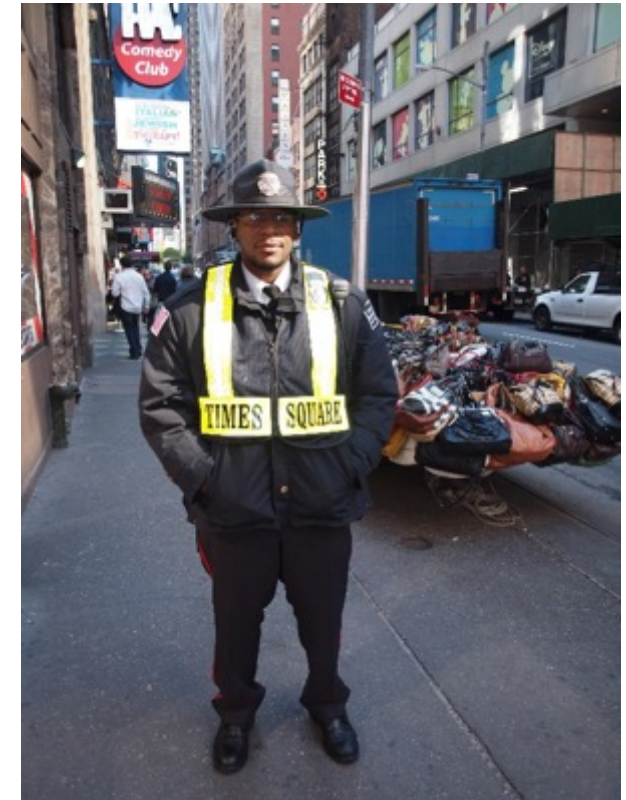
splash ADELAIDE

Creation of Splash Adelaide
"Placemaking = Activation Plus Capacity Building"

Dancing differently: Splash Adelaide

THE SPLASH ADELAIDE JOURNEY

2011/12	2012/13	2013/14	2014/15
20 PROJECTS	**65** PROJECTS	**130** PROJECTS	**170** PROJECTS
100% COUNCIL LED & INITIATED	60% COUNCIL LED / 40% COMMUNITY LED	100% COMMUNITY LED	100% COMMUNITY LED

Activations achieved for the same amount of funding each year

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 2am 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.
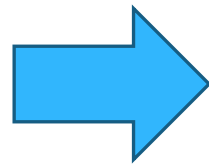
Dance Differently: Food Trucks & Fork on the Road

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.

Environmental sustainability, awareness and participation

ENVIRONMENTAL

SOCIAL

Community leadership, participation, volunteering, inclusion, wellbeing, resilience

Place Identity

Accessibility, connectivity, safety, comfort, attractiveness

PHYSICAL

CULTURAL

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

ECONOMIC

OPEN

Entrepreneurship, business growth and sustainability, accessibility, affordability

Value differently

Place making as a market competition strategy

MAIN STREET
- Social
- Cultural
- Experiential
- Less Price competitive
- Relies on loyalty

Deeply understand the value of great public places to a city

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

Differentiation

Differentiation

Competition

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)

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

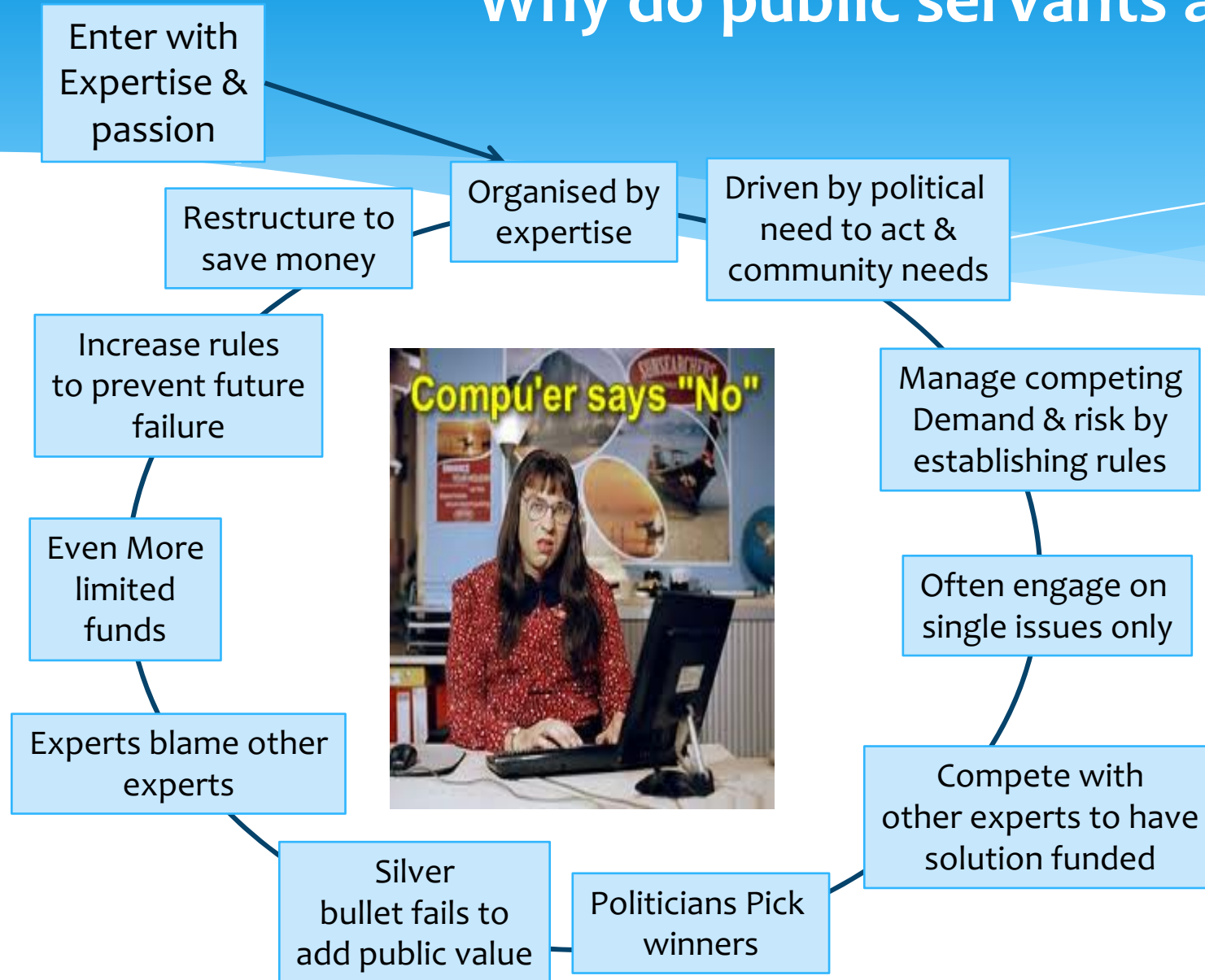# Critical Success Factor 4. Organising differently

What kind of government and city leadership is needed to support place making?
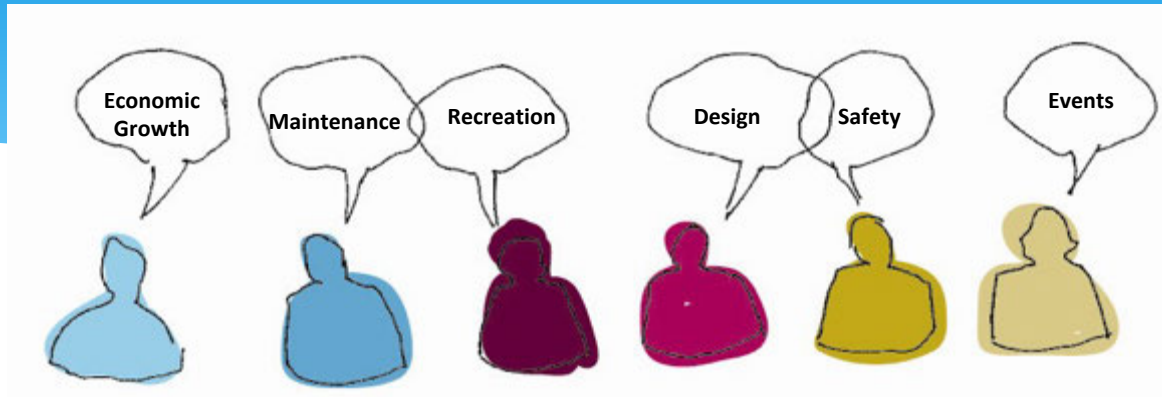
4. Organising differently

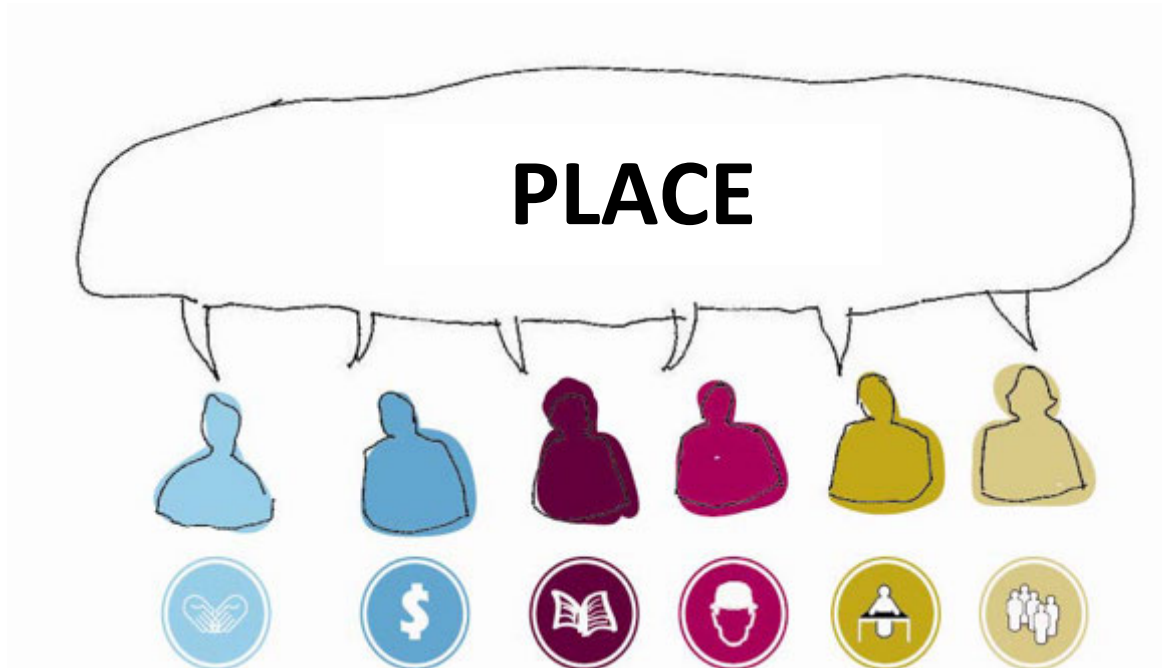# NIMBYism is seen as a RISK ????

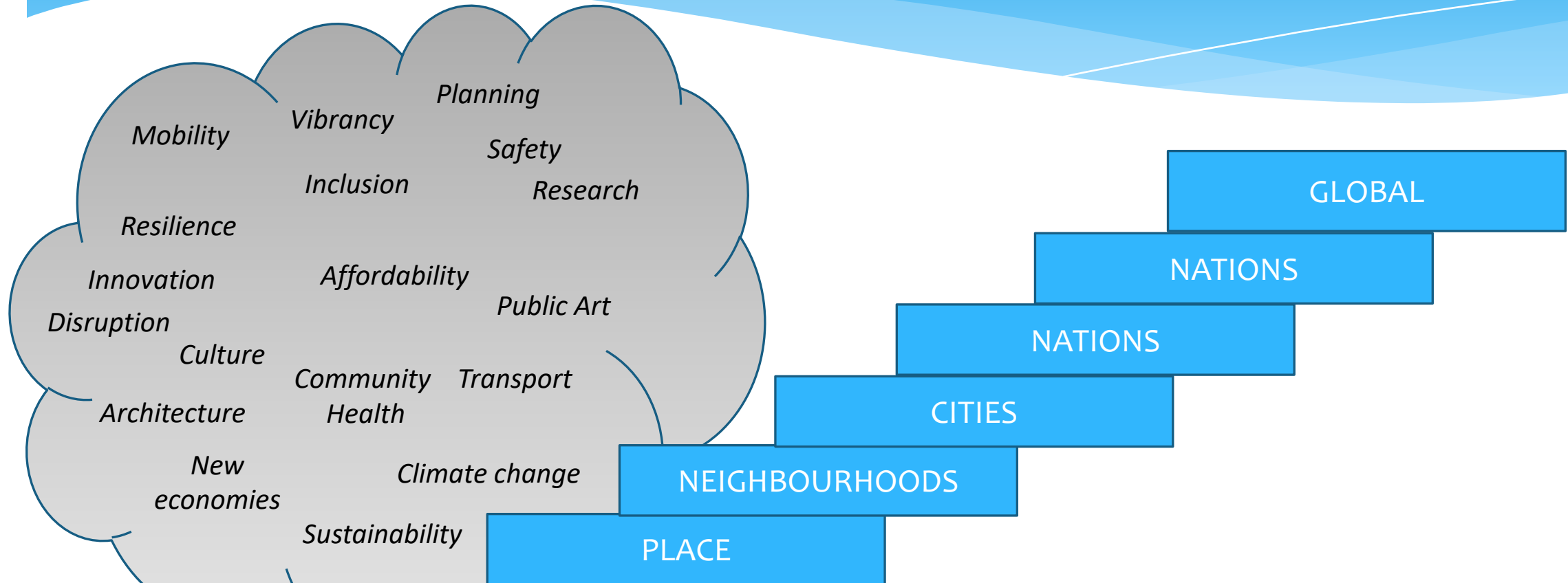# Organise Differently: Cultural and Structural Change

Past Approach

Do not underestimate the cultural change and leadership that is required within City Government

It is the single most important critical success factor.

Place Led Approach

4. Organising differently to achieve institutional change at every level

Mobility
Vibrancy
Planning
Safety
Inclusion
Research
Resilience
Innovation
Affordability
Disruption
Public Art
Culture
Community
Transport
Architecture
Health
New economies
Climate change
Sustainability

PLACE

NEIGHBOURHOODS

CITIES

NATIONS

NATIONS

GLOBAL

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.