

Re-thinking City Governance

Place making as a primary strategy
and a philosophy

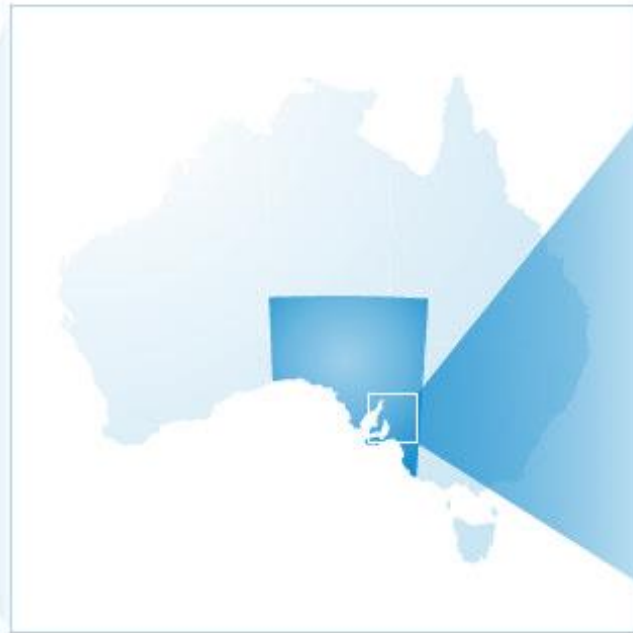
Peter Smith

CEO: Adelaide City Council, South Australia
Immediate past Chair Place Leaders Asia Pacific

Adelaide , South Australia

Where?

Adelaide is the capital city of South Australia and the fifth-largest city in Australia



Fast Facts

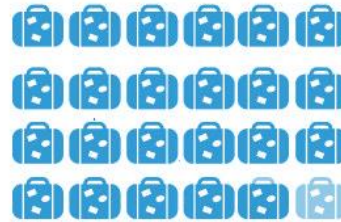
Greater Adelaide area has a population of 1.3 Million. Within the Adelaide CBD there are:



21,618
Residents

Estimated Residents
at **June 2012**

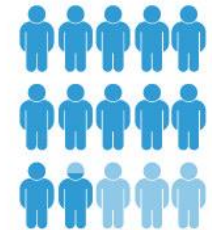
Calculated from the McGregor-Tan Omnibus 2012.



228,673
Visitors

Daily Visitor Population
2012/13

Australian Bureau of Statistics
3215.0 - Regional Population Growth, Australia, 2011-12

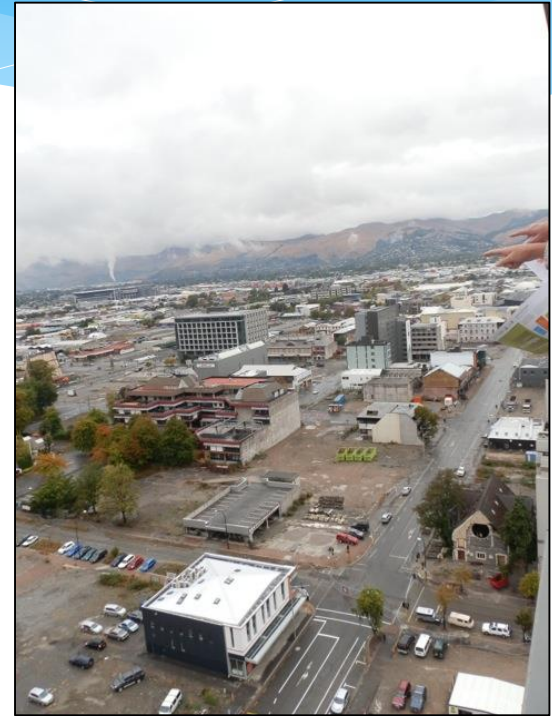


118,200
Workers

Total Workforce
2011

Adelaide City Census of Land Use and Employment 2011

Why wait for a disaster ?



Earthquake in Christchurch, New Zealand

Post Disaster – Community creativity and innovation emerges from the space Government leaves behind



Why can't Governments and community operate like that all the time ?

Adelaide - Inertia is a form of disaster !

- * Major industries such as car manufacturing closing
- * No future guarantee for replacement industries such as ship building
- * Increasing reliance on education, tourism and small business
- * Young people and talent leaving to go inter-state
- * City seen as boring with not much to do
- * Not seen as a welcoming place to do business or invest
- * Major employers setting up elsewhere

Crowd sourcing ideas



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ADELAIDE**
.COM.AU

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VISIT PICTUREADELAIDE.COM.AU
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BE PART OF THE BIG PICTURE.
TELL US YOUR VISION FOR THE
CITY OF ADELAIDE.



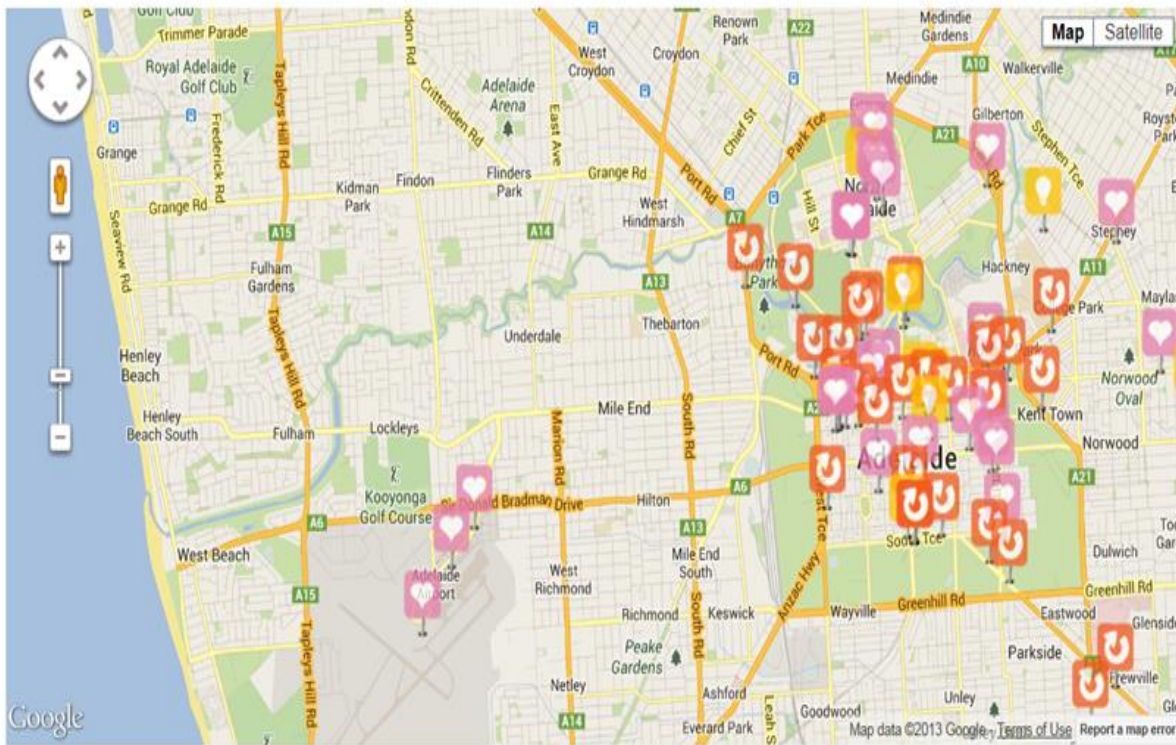
For more information and to
view other people's ideas
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YOUR IDEAS WILL HELP DEVELOP PLANS FOR THE CITY'S FUTURE.

PICTURE ADELAIDE

HOME



Adelaide's starting point

- * Lots of community feedback through Picture Adelaide “create this” “change this”
- * With a fully allocated Council budget - difficult to be nimble and respond as opportunities arise
- * Council seen as the sole solution provider - limited private / community investment
- * Lengthy Council approval processes – new ideas take a long time to get off the ground
- * A new Council looking for quick wins.

Picture Adelaide – Community Consultation



7 out of 10 ideas were about Adelaide's public spaces (2,500 responses)

Traditional Gestation for New Ideas



9 months to bring to fruition

Adelaide's starting point



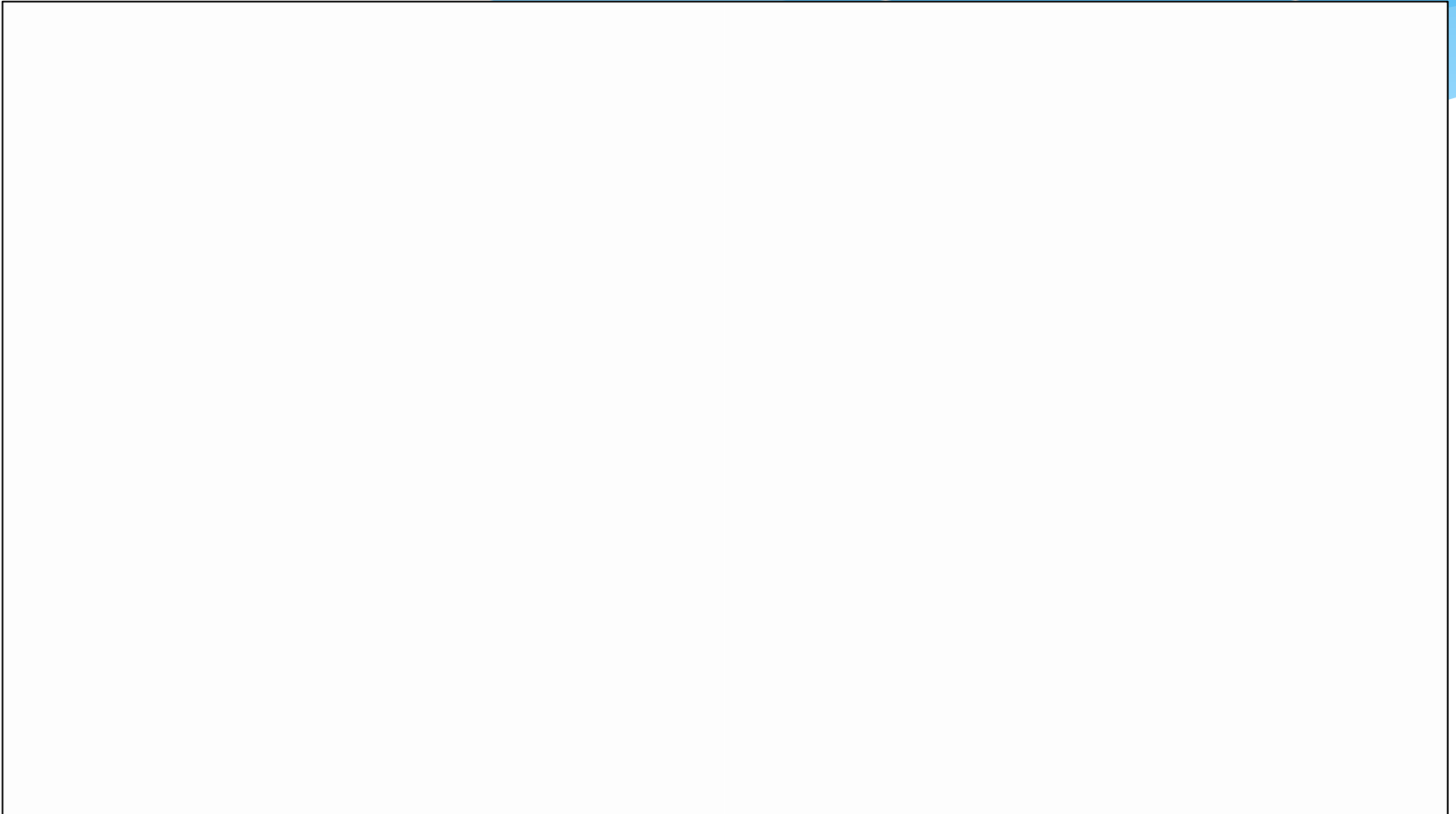
Lighter, quicker, cheaper

Adelaide's starting thoughts....

Placemaking = Temporary Activation



What does it take to say yes ?



We created Splash Adelaide



What is Splash Adelaide?

- Bringing streets and public spaces to life through a series of community run urban experiments.
- It's all about taking a “lighter, quicker, cheaper” approach.
- Partnering and co-creating with the community and businesses to try out new ideas and see what works, before investing significant or long-term resources.



The value of Splash

- Cultural change within the community
- Unexpected value of creating positive cultural change internally
- Discovering successful projects don't need to involve a lot of money or equipment



Waymouth St : Dancing differently



Splash Adelaide

“learning to dance differently”



In our relationships with others, we learn and develop (often subconsciously) familiar patterns of inter-action that produce predictable results.

Our expectations of how each of us will behave and respond are driven by our previous experience and knowledge of each other and the value we place on the relationship.

Long standing relationships are the hardest to change.

If we place high value on the relationship and trust each other then there is a chance we can learn to dance differently to get different outcomes from the relationship.

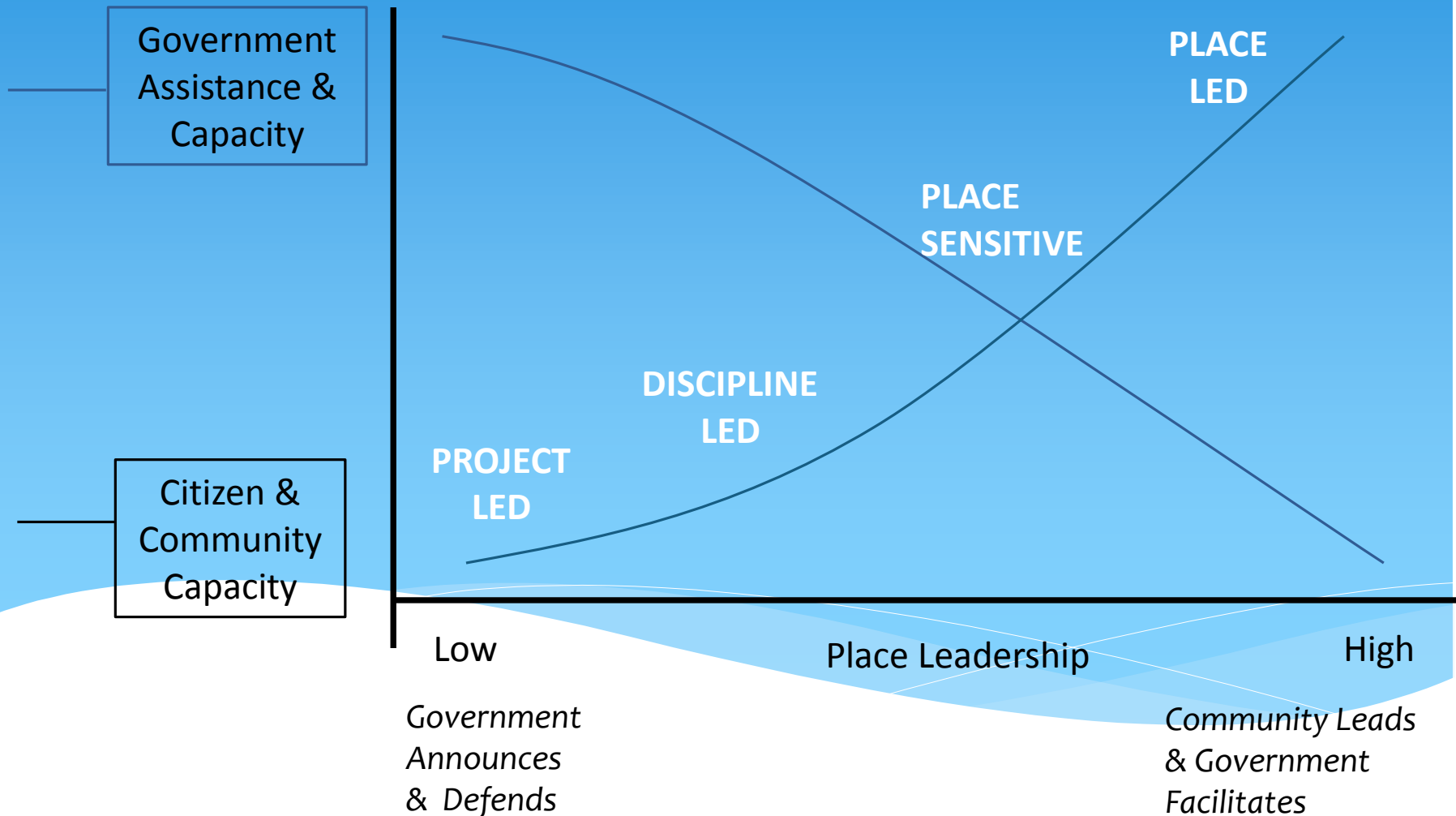
From temporary to legacy



How do we dance differently all the time ?

What does this change look like for us ?

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



Place Governance – a working definition

- * **Governance** = how people and things are organised to create desired **value**
- * **Place** = active public space which has a cultural and socially identity defined by its uses and users
- * **Place Governance** = how place users and stakeholders are organised to manage and create desired value (**Place Capital**) in public spaces

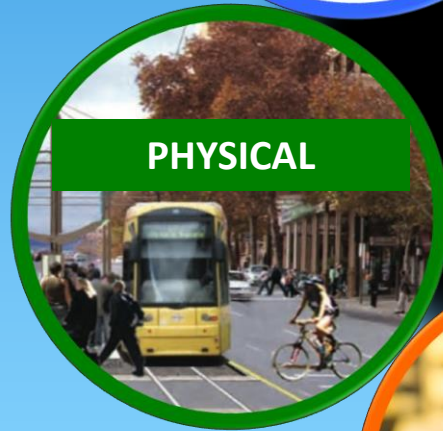
Place Capital: is how we measure the **value** of a district or place to place users – “now” and “new”. It has five main elements:

Environmental sustainability, awareness and participation



Community leadership, participation, volunteering, inclusion, wellbeing

Accessibility, connectivity, safety, comfort, attractiveness



Place Vision



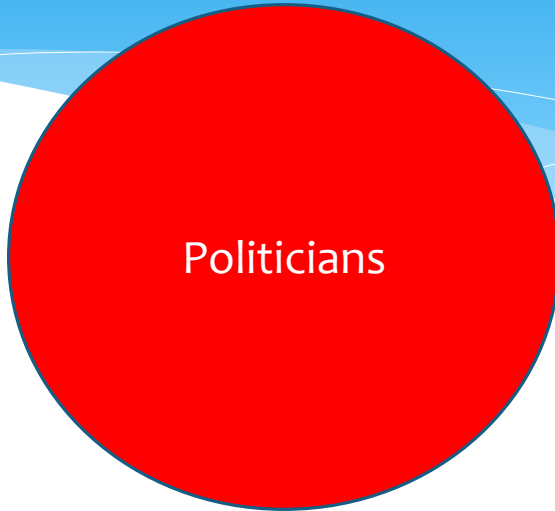
Street life and activation; innovation, creative and artistic expression. Attachment to, and significance of the place.



Entrepreneurship, business growth and sustainability, accessibility, affordability

The “Now”

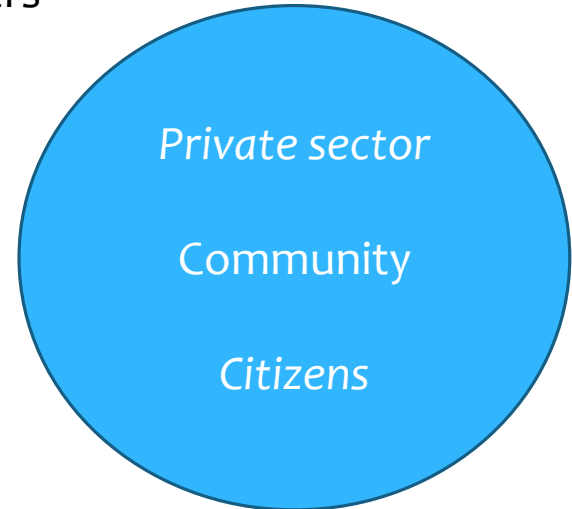
“Competitive Governance” creates unhealthy competition for public space



Creates “Place Winners & Place Losers”



& erodes Place Capital



“Competitive Governance” Who are the main players ?



- **Community** – citizens, residents, private sector, not for profits
- Government – **Political** level
- Government – **Administrative** level

Competitive Governance Models

- Generic Causes

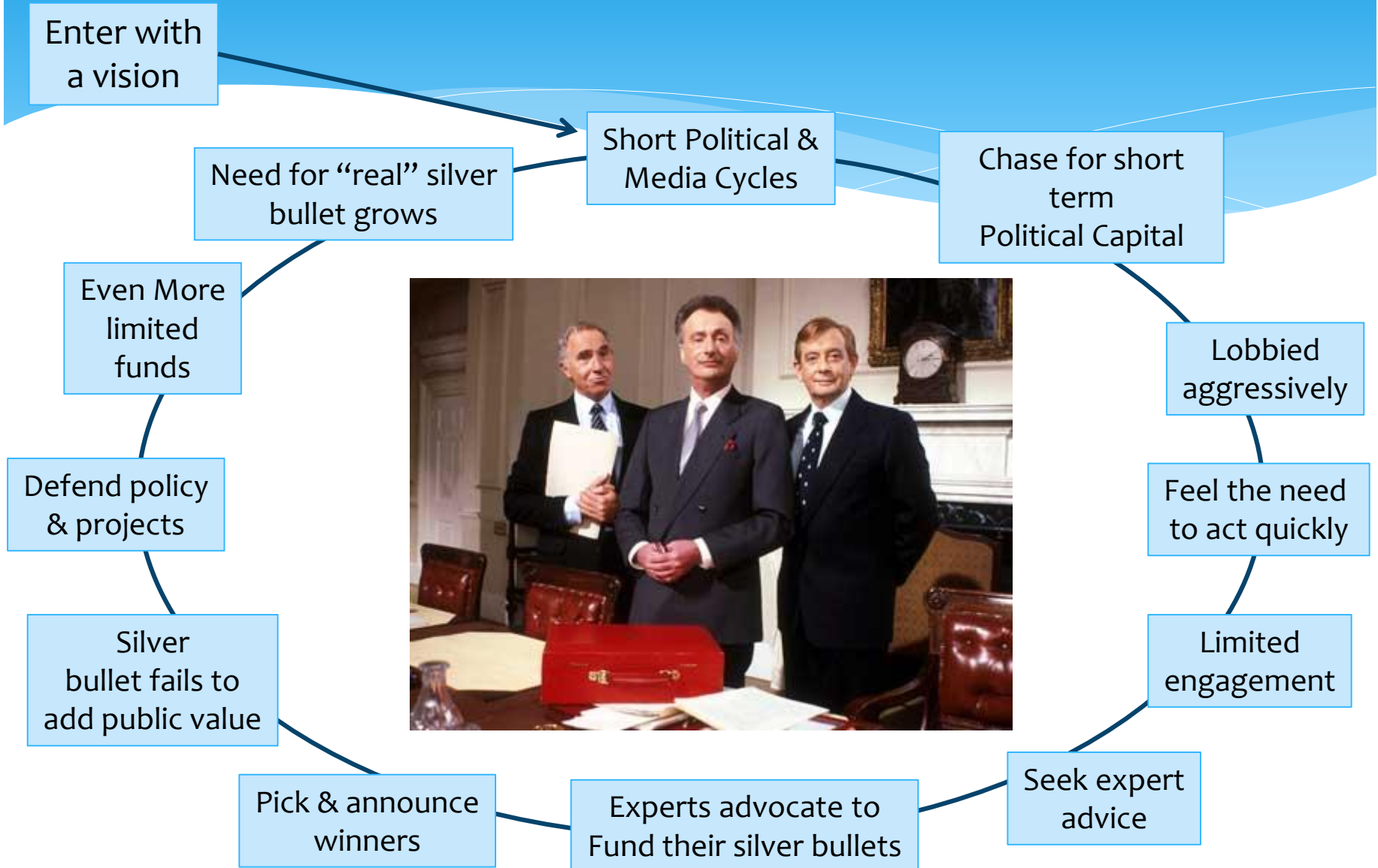
1. Self interest - players chasing different value from public space
2. Current governance systems and culture of many players rewards competitive rather than collaborative behavior.
3. Government focus on risk & compliance rather than opportunity at both political and administrative levels
4. System works against innovation and creativity so hard to create new value in public space



NIMBYism is seen as a RISK ????



The “NOW” - What drives competitive governance at a **Political** level



The “NOW” - What drives competitive governance at a **Public Service** level

Enter with Expertise & passion

Restructure to save money

Organised by expertise

Driven by political need to act & community needs

Increase rules to prevent future failure

Even More limited funds

Experts blame other experts

Silver bullet fails to add public value

Politicians Pick winners

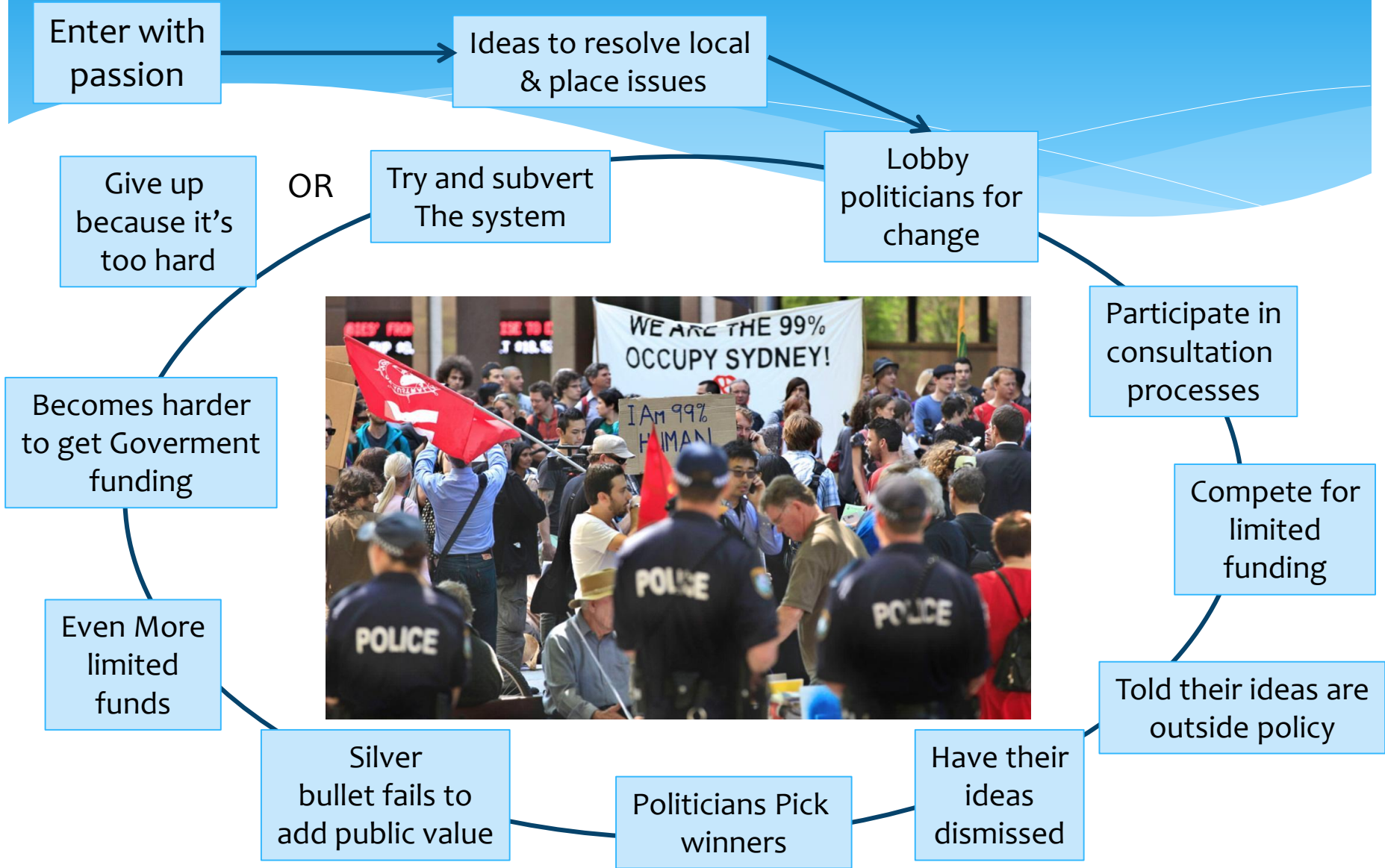
Manage competing demand by establishing rules

Often engage on single issues only

Compete with other experts to have their solution funded



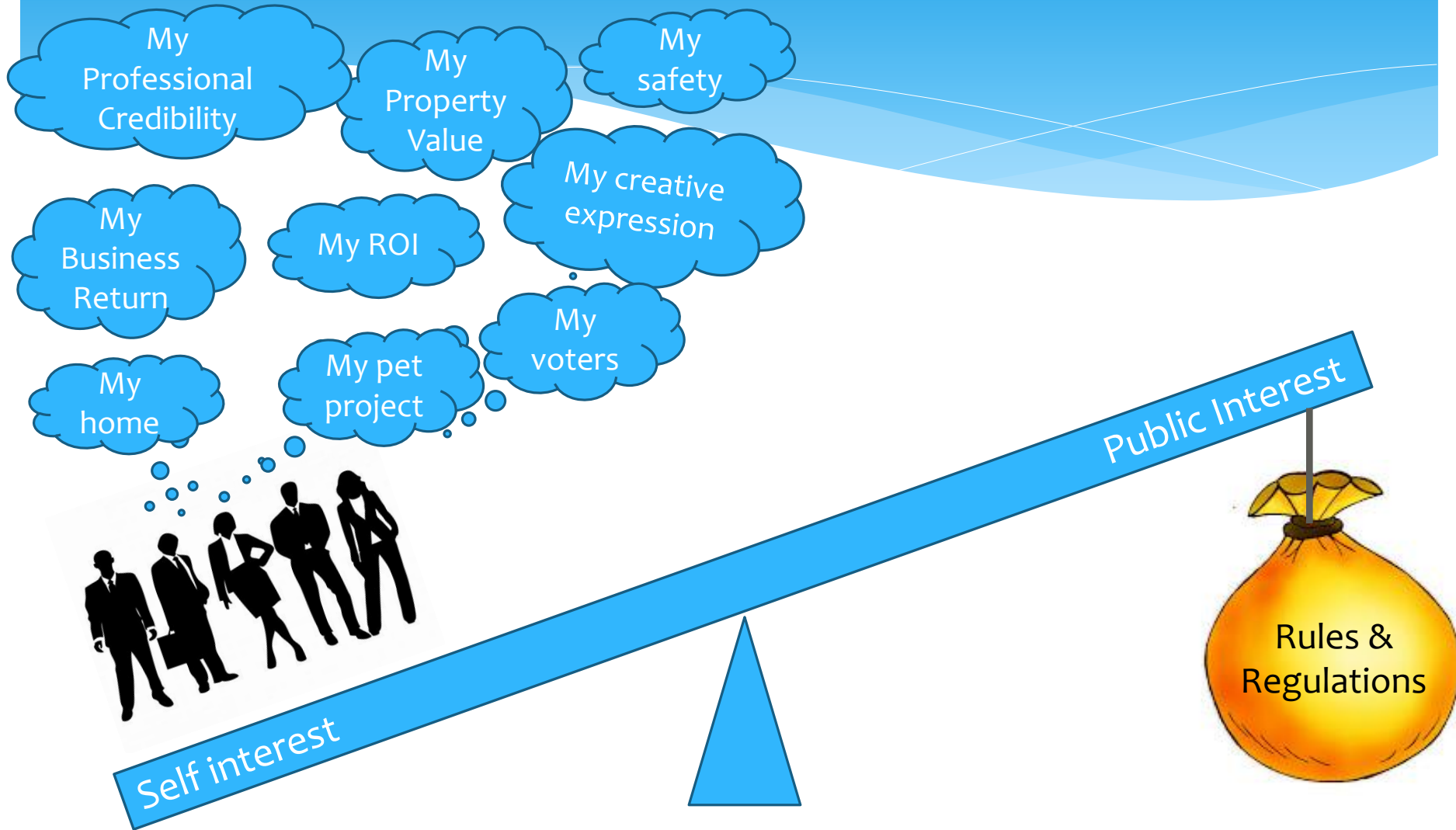
The “NOW” - What drives competitive governance at a **Community** level



Does regulation create a level playing field ?



Can we rely on altruism or regulation ?



Dancing differently

Our Place

– meets my interest
and your interest

I will work
with others if
I benefit



I will do that if
it is easier

Self interest

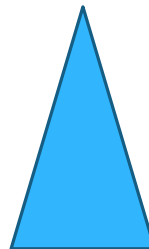
COLLABORATION

Public Interest

FACILITATION

CO-CREATION

CO-CONTRIBUTION



DE-REGULATION

NEW – Collaborative Place Governance

Collaborative place governance models increase place capital through collaboration to resolve conflicts and jointly pursue opportunities



NEW – Collaborative Place Governance

**Co-created &
Shared Place
Vision**



Political

Community

Public Service

**Achieves long term
political capital
through
authentic
relationship with
community**

**Increased place
leadership
capability &
capacity to co-
contribute**

**Focus on engagement & co-
creation and working as one
team to facilitate community
ideas for improvement**

Collaborative governance: - what does it look like

Co-created vision

Government policy is
“wide and narrow”.

Government
facilitates “many”
does “few”

Outsourcing and new
forms of partnership

Innovation supported
by local flexibility

Deregulation & less
focus on compliance

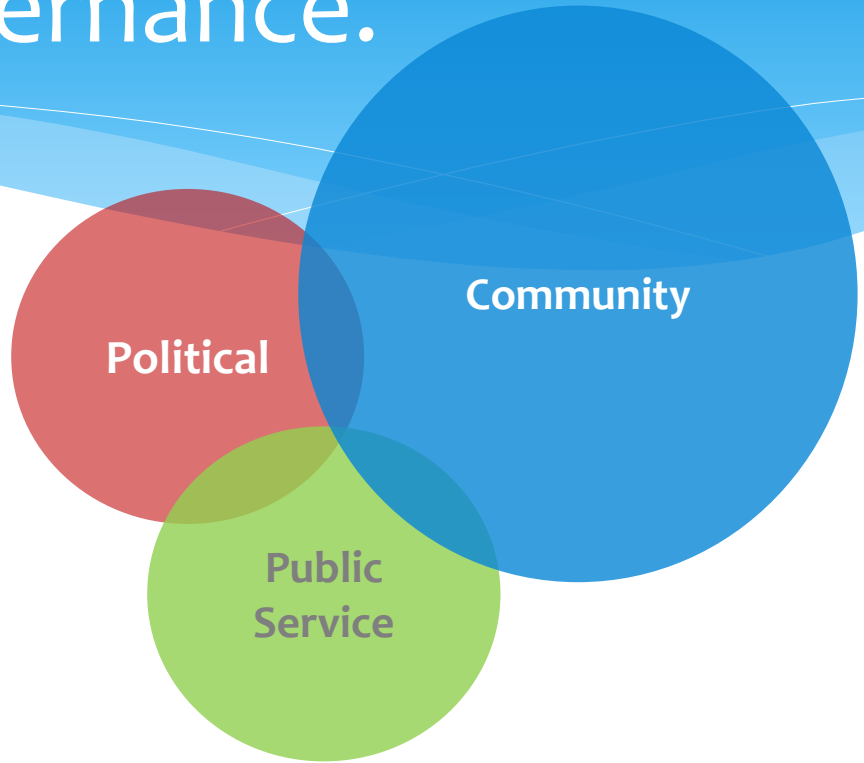
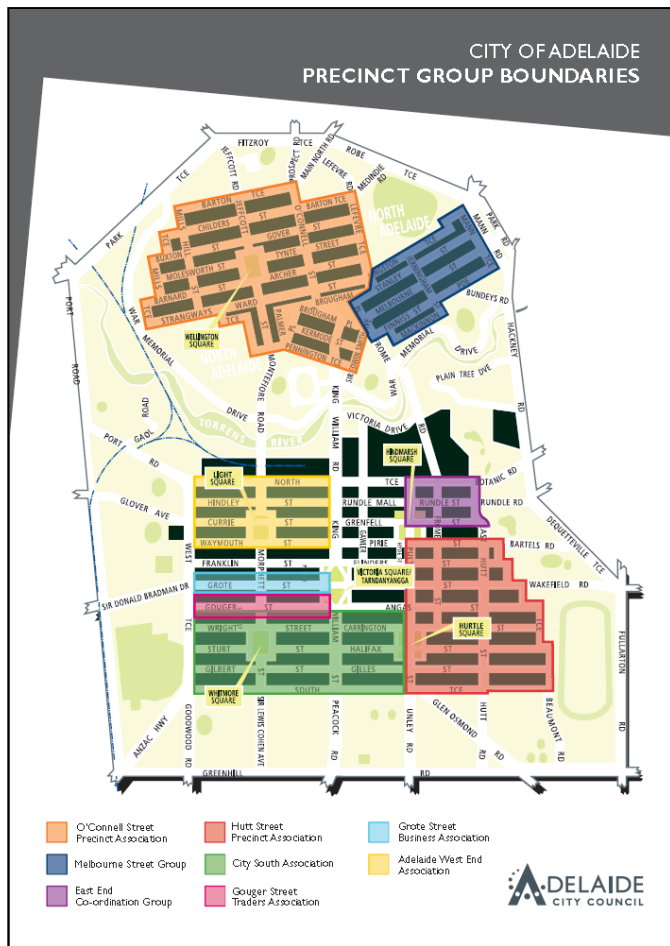
Strong community
governance models
becoming self -
sufficient

Trusted partners who
bring ideas, effort,
energy & resources to
the table

Does collaborative place governance build community capability ?



Place making as a new model for City Governance.



A developmental model - where Government leadership & capacity reduces overtime as social capacity & community productivity develops

One City Many Places

- New Strategic Plan



OUR DREAM
ONE CITY, MANY PLACES

We dream that Adelaide becomes one of the world's greatest small cities full of unique districts with many great places

WHY BECOME PLACE- LED?



It's the most sustainable way to deliver our dream of Adelaide becoming one of the world's greatest small cities as everyone is involved and puts 'skin in the game'

Adelaide City Council Place Making Strategy

District Plans



Place Pilots

Place Making Team

- Reports straight to CEO
- 1 Coordinator, 3 Place Facilitators
- Small, fast agile and viral

Place Making Strategy (3 Goals)

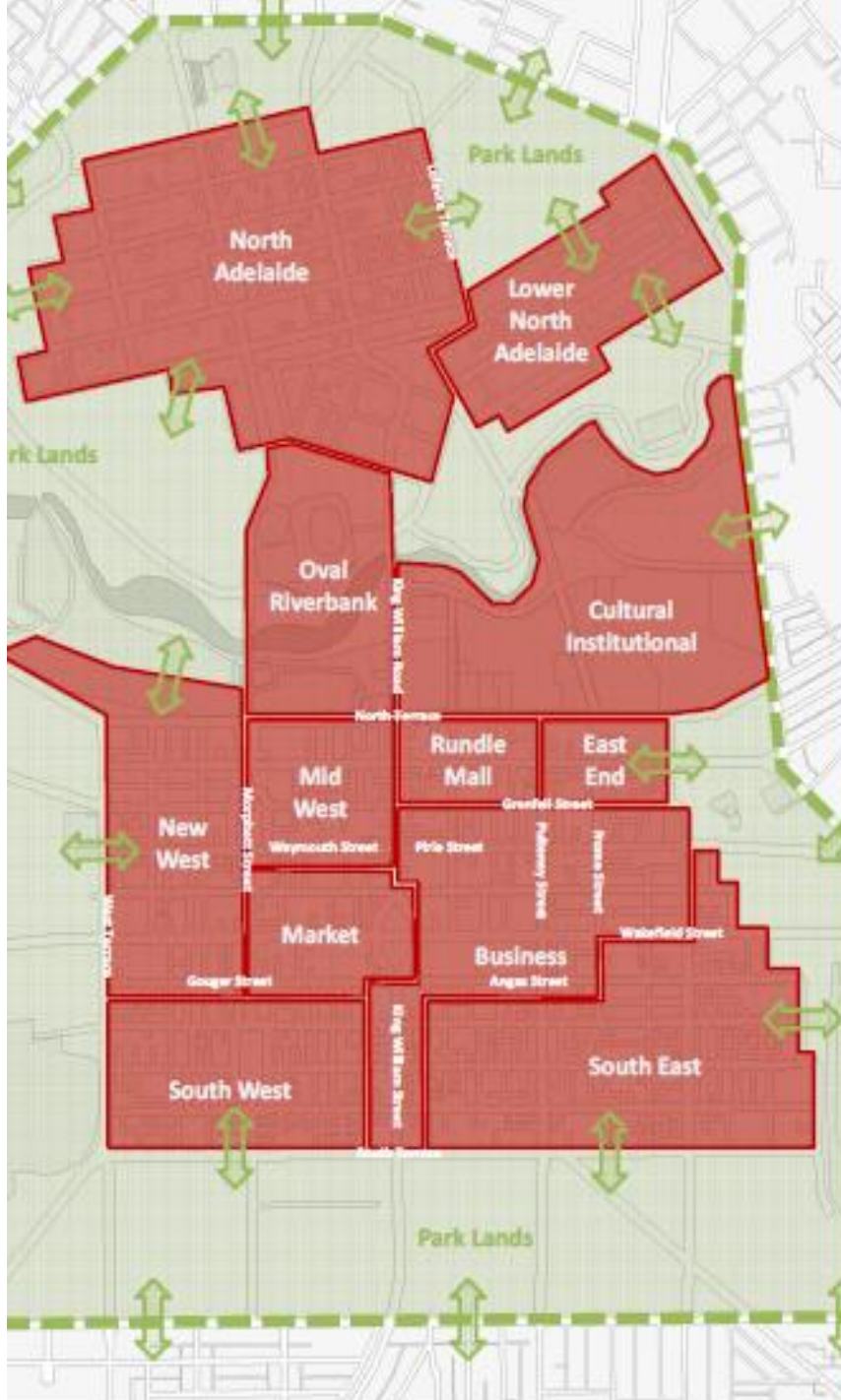
1. District Plans and Place Pilots
2. Building new place governance
3. Changing our organizational capability & culture

Strategic Plans

- Picture Adelaide 2040
- One City Many Places (Council Plan)
- One City One Team (Corporate Plan)

Splash Adelaide





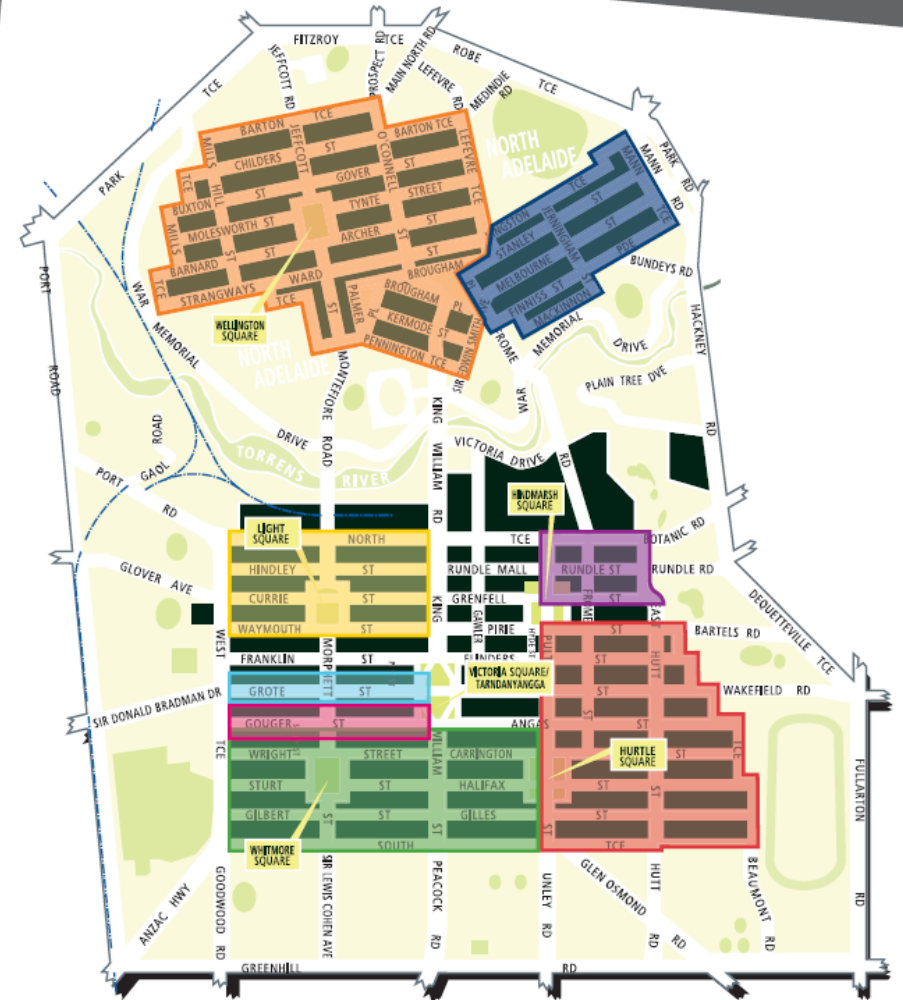
DISTRICT PLANS

WORKING DRAFT

New West, Mid West and Market District Plans will be created over the next two years with District Users

Current ACC Precinct Group Boundaries

CITY OF ADELAIDE
PRECINCT GROUP BOUNDARIES

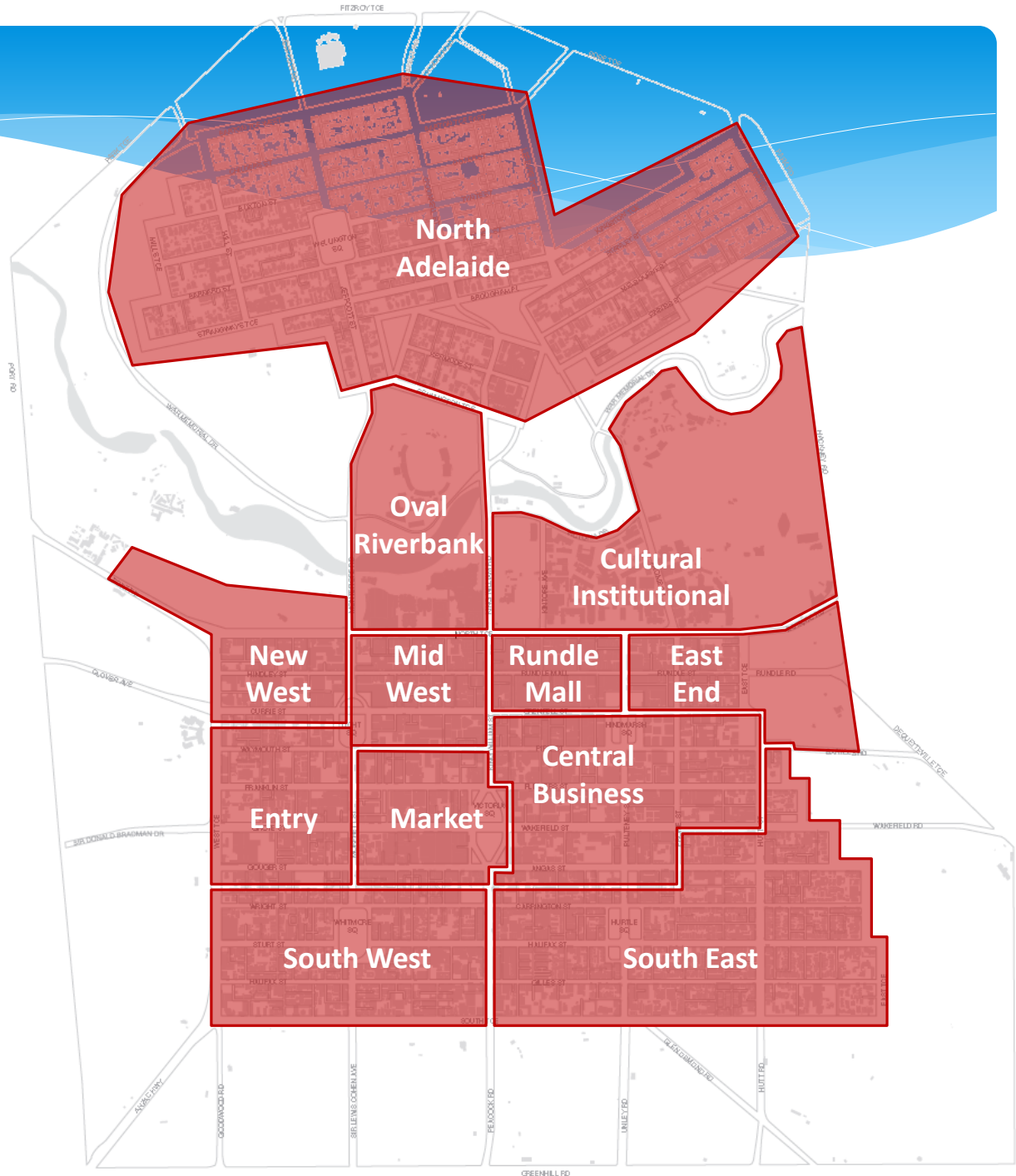


- | | | |
|---|---|--|
| ■ O'Connell Street Precinct Association | ■ Hutt Street Precinct Association | ■ Grote Street Business Association |
| ■ Melbourne Street Group | ■ City South Association | ■ Adelaide West End Association |
| ■ East End Co-ordination Group | ■ Gouger Street Traders Association | |

Social Definition of Districts



Precinct Definition



PLACE PILOT:

—

Three projects to test and trial our Placemaking Strategy. Place Facilitators will work with the users of each place to establish a place vision and develop and implement temporary and permanent actions to achieve this place vision

HINDLEY STREET / WEST END



MELBOURNE STREET

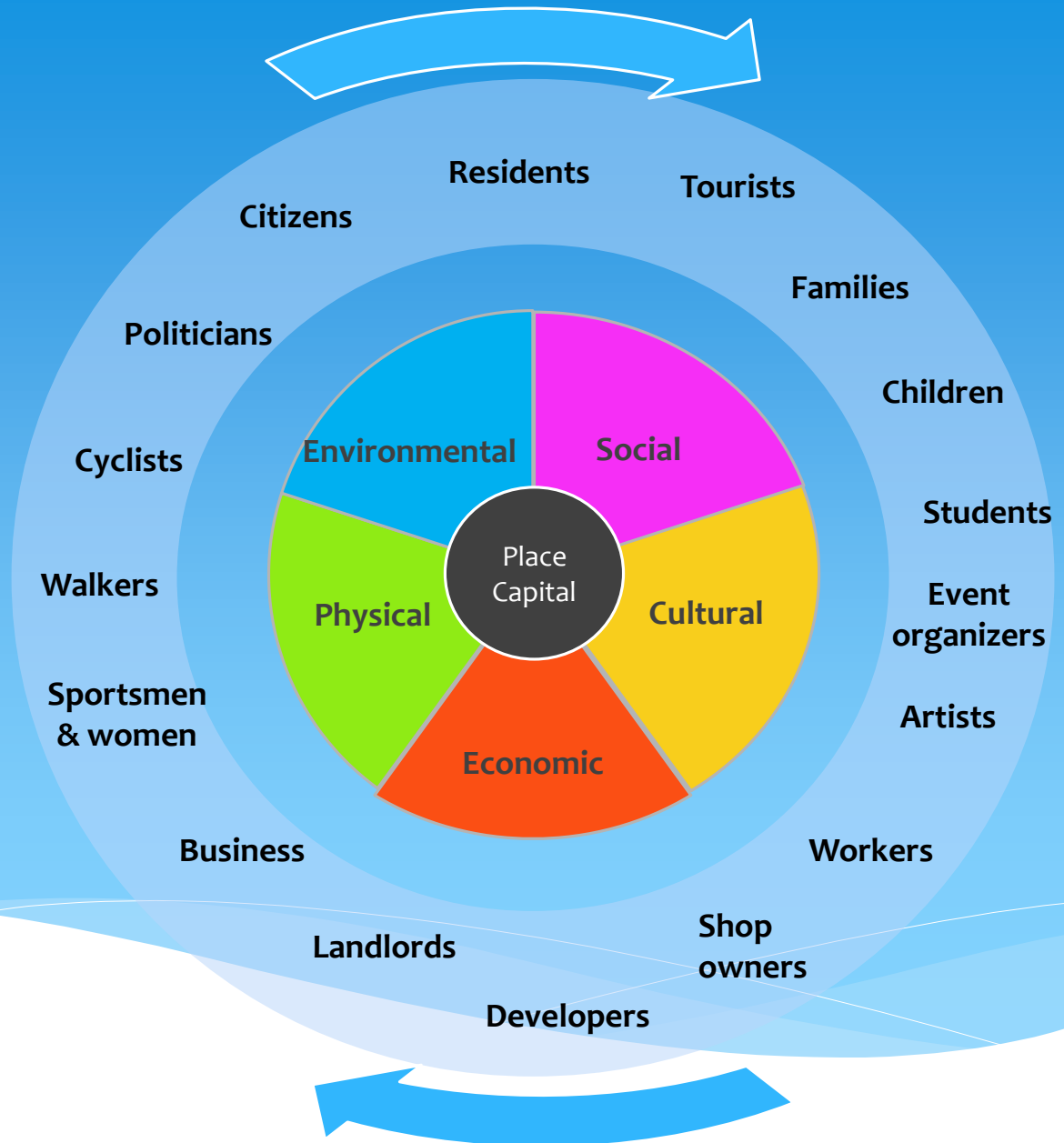


TOPHAM, BENTHAM, PITT & WAYMOUTH STREETS



Place Capital Index : Used as a measure and for discussion

“Place Capital”
what is the value
of this place now
what you all like it
to be ?



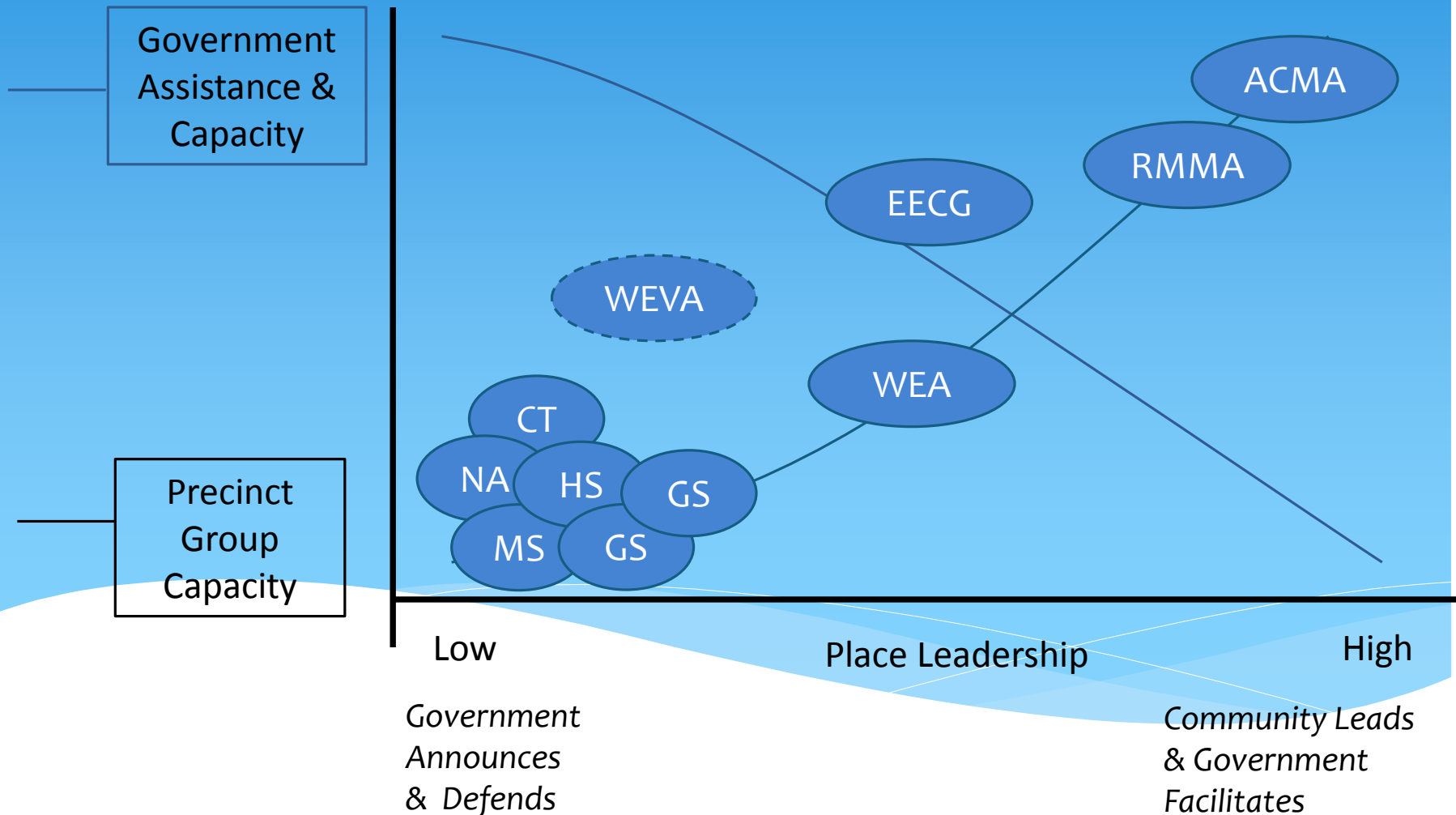
* Adelaide City Council
Place Capital Index (PCI)

Is the strategy working ?

- * 2013 Lonely Planet top 5 places to visit
- * 2014 NY Times #25/52 cities to visit
- * 2013 and 2014 Economist top ten livable city
- * Still evaluating quantitative increase in Place Capital
- * Several place activations co-created in pilot areas –temporary and permanent
- * Splash Adelaide from 30 to over 100 place activations for same dollar in 3 years
- * 40 food vans/ 3 into bricks and mortar in 12 months
- * Many small bars opened or opening in last 12 months
- * Young people recommending Adelaide, new “vibe”

Community Capacity Building - Precinct Groups

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



Community Capacity Building

- Helping others to dance differently

- * New Markets Authority established
- * Mall authority increased revenue and autonomy
- * One precinct group looking at incorporating and building a semi autonomous BID model
- * Several property owners and traders are major advocates of the approach
- * Property owners now sitting together around district and place planning process
- * Co-contribution into public realm and triggering of private property redevelopment in place pilots
- * Voluntary collaboration occurring between precinct groups at a District Level

Organisational Culture & Capacity

- Learning how we dance differently

Still evaluating this however, staff survey over last 3 years says:

- 75% understand place making and what we are trying to achieve and how they can contribute
- Staff who believe in the strategy and our plan gone from 52% to 75%
- Effective leadership rating gone from 69% to 77%
- Employee engagement from 71% to 79%
- Last year we deleted over 200 policies and operating guidelines as they are no longer needed
- Customer satisfaction at highest level in 3 years @ 81% and climbing

Questions ?



Thank You

- * Email: p.smith@adelaidecitycouncil.com
- * Website: www.adelaidecitycouncil.com
- * Twitter: @ACC_CEO
- * Place Leaders www.placeleaders.com
- * Splash Adelaide www.splashadelaide.com.au
- * Place Governance Partners pgp@placegovernancepartners.com

