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*Smart City: Social Entrepreneurship and
Community Engagement in a Rural Regional City*

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Social Entrepreneurship as Part of a Global Social 'Movement'

*Let us choose to unite the power of
markets with the authority of
universal ideals. Let us choose to
reconcile the creative resources of
private entrepreneurship with the
work of the disadvantaged and the
requirements of future generations*

(Kofi Annan)

Two recurring themes in social enterprise

Integration of culture-economy expressed as the intersecting relationships or interplay between:

- *Social impact/innovation - earned income*
- *Mission-Market*

These are analogues of the ideas of social-business, and culture-economy.

'Mission' as the social 'dimension' of SE must be a form of literacy informing and infusing earned income practices.

A definition of social enterprise

*A social enterprise is an **alternative business model** that produces social and environmental value and outcomes.*

Smart City



*A Social Enterprise Initiative
for the Communities of the Rockhampton
CBD, Rockhampton City and the Central
Queensland Region.*

Smart City Project Themes

- *City and region revitalisation through economic, social, and cultural enterprise*
- *University transformation and reform for a new millennium.*

Community Development Approach

*Community Engagement, Community
Capacity Building, Community Cultural
Development, Social Capital Development*

for

The Creation of Economic Communities

Social Enterprise Development Approach

Development of Business (especially small-to-medium and micro enterprises)

through

Cultural Development (Creative Industries & the Arts)

for

More Sustainable Communities

Local Contexts of Change

The origins of the Smart City Initiative

- *Community links in the previous eight years*
- *Creative associations between Australian Universities and their communities*
- *The contemporary Queensland political context*
- *Creative resources; creative industries.*

Management and Operations

- *Operations through enterprise cells rather than through centralised management*
- *Enterprise cells (projects, teams) that were strategic, distinctive and focussed and comprising a hybrid mix of:*
 - * *Economic enterprise*
 - * *Cultural enterprise*
 - * *Social enterprise.*

Smart City was about...

- *Business/commerce*
- *Education and Training*
- *Culture (the Arts)*



*Informed and supported by
telecommunications technology and
the development of an electronic
economy*

The Idea of Smart City as a Strategic Initiative.

Education-Training

Technology as
support structure

Business

(small-to-medium & micro social enterprises/enterprises)

Culture

(Creative Industries & the Arts)



EDUCATION

- *Workplace Learning*
- *Marketable Knowledge*
- *Development of a Learning Culture*

BUSINESS

- *Entrepreneurship and Enterprise*
- *Development of Economic Community*
- *Outreach*

CULTURE

- *Community Cultural Development, Cultural Planning and best use of Cultural Resources*
- *Cultural Enterprise through Contemporary Arts Media within a framework of cultural policy*
- *Internationalisation: Cultural Understanding.*

A sunset scene with trees and a path. The sky is a mix of orange, pink, and purple, with a large sun partially obscured by a tree branch. The foreground shows dark silhouettes of trees and a path leading into the distance.

Smart City was a hybrid social enterprise project supporting the social and economic development of the City of Rockhampton, its CBD and its immediate region through exploring the intersecting relationships amongst education, business and culture supported by information society technology in a built heritage environment.

Region
City
City Centre

Intersecting
relationships
among
Education-
Culture-
Business

- > Smart City was initiated at city-centre level
- > The relationships among and emphasis on any one of the three elements varied across the three levels of (spatial) operations
- > The role of technology (information and telecommunications) varied across the three levels
- > There were interconnecting relationships across the Smart City elements and their three levels of operation.

Examples of Smart City: micro and small-to-medium (social) enterprises

- *Telecentre, e-commerce*

- *Chemist*

- *Children's Designer Clothing*

- *Information Exchange*

- *Cultural Centre*

- *Seniors Centre*



Chemist



Education and training
Physical testing
(Health and Human
Performance CQU)

Culture (Love
Heart)

Business
(chemist
products)

Designer Clothing



Business
(children's
clothes)

Culture
(creative
designs:
clothing
installations)

Education
(Parenting
program:
Childcare
Centre)

Cultural Centre



Business
(e.g. sale of historical artefacts from culturally diverse ethnic groups)

Culture
(Theatrettes; historical displays with interactive touch pads)

Education
(CQ Historical Society; quality books)

Heritage Buildings

Magistrates Court

Journalism

District Court

Multimedia/languages

Post office

Contemporary arts media

A focus on creative industries

Proximity based on ecology, knowledge-base and innovativeness of academic units

Two concluding questions

In what sense was Smart City a social enterprise?

What was the impact of Smart City?
[where impact refers to financial, social and environmental outcomes]

Social Enterprise Indicators

- *Social goals are evident*
- *There is an orientation to enterprise, innovation, resourcefulness and opportunity*
- *Community participation and ownership is noticeable*
- *The enterprise is characterised as hybrid in nature (non-profit and for-profit).*

Social Enterprise Indicators (cont)

- *Social change and transformation are central to project goals*
- *There is a greater understanding of stakeholder ownership*
- *Local needs are 'turned' into markets*
- *There is evidence of mission-market (social-business) relationships.*

Social Enterprise Indicators (cont.)

- *There is evidence of new mechanisms and/or organisational forms in the social enterprise*
- *The social enterprise has an earned income.*
- *The social enterprise is 'mission driven'*
- *The social enterprise is sustainable.*

Social Enterprise Indicators (cont.)

- *Roles and resources rather than 'structures' are present*
- *There is access to opportunities and ideas and the creation of supportive environments*
- *There is a blurring of boundaries between public and private benefit.*

Financial Outcomes

Capital works – equity in buildings

- *\$15m equity in four heritage buildings (Supreme, District, Magistrates Courts and Quay Street Building)*
- *\$2m for restoration and data cabling*
- *Purchase of ‘Commonwealth Building’ for @ \$2m for for-profit income and non-profit space for community organisations.*

Financial Outcomes (cont.)

- *Cash grants for enterprise projects [Smart card, Heritage Plan, etc.]*
- *Shop centres:*
 - *Advanced negotiations for Smart Telecentre (later to become the CIA!)*
 - *Free rental (2 yrs) Telstra Shop for Research Institute)*
 - *Cash research grants, etc.*

Social/cultural outcomes

- *An initial engagement of community with the goals of the project*
- *The roles of governments (local and state)*
- *Relocation of 200 students and staff (projected agreed number 1000) to city centre*
- *Community cultural activities (sone lumiere, community association presentations events, Cultural events – Chinese New Year, etc.). Grants of \$200,000+.*

Environmental Outcomes

- *Community industry links (Journalism, REL Ltd, etc.)*
- *Restoration of heritage buildings*
- *Implementation of learning culture*
- *Regional developments associated with REL Ltd.*

Smart City Outcomes

The evidence demonstrates that while the Smart City (multi) Enterprise/Social enterprise Project offered significant outcomes for the Rockhampton community and the university, it failed to reach the strategic financial, social and environmental outcomes embraced and envisaged in its conception and initial implementation.

Smart City Outcomes

The 'failure' of the Smart City project must be assessed in a context where:

- a number of enterprise projects did impact effectively and positively on the community*
- a residual 'trace' was left by the innovation; a 'trace' that could provide a platform for some future social entrepreneur(s) to recapture and reconstruct the vision.*

Smart City Outcomes

Reasons for the 'failure' of Smart City to attain the social and financial (in terms of generating earned income for private and public sector business) impact it proposed are associated with the micropolitics of change in university, and to a lesser extent community policy and practices especially at an executive level. But this is a story for another book.