

The ZUNZ Lecture
Sydney Town Hall
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Hon Mike Rann CNZM

It is a great privilege, on the eve of my departure to the UK, to be able to give this Zunz lecture here at the Sydney Town Hall. Jack Zunz, a former Chairman of ARUP and civil engineer, and principal structural designer for many landmark projects worldwide including the Opera House here in Sydney is, like Ove Arup, an international exemplar for achieving quality through interdisciplinary collaboration. I am also delighted that Lord Mayor Clover Moore is here with us tonight. Recently I have worked closely with Clover through our joint membership of the National Urban Policy Forum and through my most recent role as Chairman of Low Carbon Australia. I have been most impressed with her leadership. I have also been impressed with ARUP's values and philosophy that are clearly deeply rooted in a culture of thinking collaboratively about how to make our cities work better for people. Inherent in this approach is looking at cities as a whole, as complex entities, rather than dealing with isolated components in an ad hoc, piecemeal way.

Before talking about how we can improve our cities here in Australia I am keen to tell you that I have had the privilege of working closely internationally with a former global ARUP strategy leader Peter Head CBE. Peter, an experienced big project engineer with expertise in integrated planning and sustainable development, joined ARUP in 2004 to create and lead their planning and urbanism team. He directed work on the Dongtan Eco City planning project which was voted last decade by Chinese developers as the most influential development project in China. Peter has also been named by the Guardian newspaper as one of the 50 people who could save the planet and by Time Magazine in 2008 as one of the world's 30 eco heroes.

Just as Low Carbon Australia helps companies - and councils - retrofit buildings to make them more energy efficient, reducing both costs and emissions, Peter wants to retrofit cities for the ecological age. Earlier this year Peter, who I have also worked with through the Climate Group, asked me to join the international advisory board of his UK based Ecological Sequestration Trust. Its work is attracting worldwide attention. The Trust has plans for major large scale demonstration projects in selected cities across the world including the Indian port of Surat, Gujarat's second most populous city with 4.5 million people and expected to grow by 60% in ten years; Chongming Island, comprising 20% of the land area of the greater Shanghai municipality; Swansea in South West Wales, one of the poorest areas in the UK where the Welsh Government has innovative plans for a special sustainable development zone; and Kigali in Rwanda, with a population of 1 million and expected to grow to over 2 million in a decade.

So what is ecological sequestration? Peter's approach involves seeing CO2 emissions as a rich resource rather than a costly waste from power stations that some believe should be shut down. Ecological sequestration involves capturing the CO2 from industrial processes, including power plants, but then transforming it through technologies such as algal bioreactors into bio fuel or fertiliser to help make local farm soils more fertile and farms more productive.

The Trust is ambitious. It has to be. In the past 120 years the world's population has increased five-fold but our resource consumption has grown twenty-fold. By 2050, 75% of humanity will live in the world's cities compared with just over 50% now. Cities still only occupy 2-3% of the earth's surface but require vast ecological 'footprints' to sustain them. Sprawling London, my birthplace and soon to be my home again for a while, is said to require 125 times its own area to keep it functioning.

It took about 300 million years for oil, gas and coal to accumulate in the earth's crust but respected ecologist Herbert Girardet estimates that we are burning it at a rate of over a million years' worth per year. Cities are mostly responsible for this consumption using approximately 80% of the world's resources and discharging similar proportions of its waste.

Through its projects the Trust wants to demonstrate how to build cities with:

- Energy demand reduced by 50% over today's business as usual
- 30% of power station and transport energy obtained by local biomass
- 40% of power station emissions harnessed productively
- Local food production increased by 30%
- Greenhouse gas emissions reduced by 80% over business as usual
- Improved health and wellbeing indices

I am not an engineer but smart policy-makers embrace and test innovation. They measure results. They also see opportunities in challenges, even crises. I am convinced we will be hearing a lot more about ecological sequestration and its mission to turn CO2 into a resource for good rather than the planet's poison. I commend Peter Head to you as perhaps a future Zuz speaker and most importantly I commend for consideration his demonstration projects to Australian businesses wanting first mover advantage.

But tonight my central message is for each of our cities to have a long term plan with clear, measurable targets drawn from the deepest consultation.

New York City has a plan. Five years ago, under Mayor Bloomberg's leadership, the city asked itself and its stakeholders what they wanted their city to look and feel like in 2030.

PlaNYC was released in 2007 to prepare the City for 1 million more residents, strengthen the economy, combat climate change and enhance the quality of life for all New Yorkers. Better transportation. Cleaner air. Decontaminated land. More homes for newcomers while making housing and neighbourhoods more affordable. And so on.

PlaNYC is long term but importantly, lest it gather dust after the initial grand announcement, has short and medium term benchmarks which are regularly reported upon. This helps maintain momentum. For instance there's more than 400 milestones scheduled to be achieved by December 31, 2013. Almost two-thirds of its 2009 milestones were achieved or partly achieved.

There's a strong emphasis in the Plan on greening New York. In its first four years they made substantial progress building hundreds of acres of new parklands and improving existing ones. They are also more than half way towards achieving the planting of an extra one million trees across the City's five boroughs. And there is a big energy efficiency drive and already the city has achieved a reduction in greenhouse gas emissions 13% down on 2005 levels. The city has built 430km of bike paths since 2007 and as a result the number of New Yorkers who ride to work or school has doubled.

A few years earlier South Australia launched its Strategic Plan following a big community consultation exercise and summits involving business, universities, unions, environmentalists and leaders of community organisations. I'm proud that the strategist who worked on the SA Plan is now advising Mayor Bloomberg.

Our plan spelt out, with clear measurable targets, where we wanted to be as a State in ten years. To be frank, it was born out of necessity. My incoming briefs as Premier painted a scenario of decline with rising unemployment because of too narrow an economic base concentrated in sectors under stress such as white goods and the car industry. It was also predicted that South Australia would within a quarter of a century go into population decline.

Collectively we weren't prepared to accept this doom-watch trajectory and through the Strategic Plan process we moved to rapidly diversify our economic base that led to a five-fold increase in the State's annual infrastructure spend; an embrace of mining exploration and a big increase in the number of new mines approved; red tape reduction; the successful pursuit of large national defence projects to revitalise existing as well as attract new industries; leading Australia in renewable energy and a big push to sell Adelaide as a University City to attract overseas students.

Our first iteration of the plan had 78 targets covering economic, employment, social, environmental, health, law and order, the arts, innovation...touching on almost every area of public policy. We wanted to demonstrate that we could be a government that was pro-business, pro-growth, pro-mining, pro-development while at the same time being once again an Australian leader in social and environmental policy. We wanted to prove these goals were not mutually exclusive. That's why I, as Premier, took on the additional portfolios as Minister for Economic Development, Social Inclusion, Sustainability and Climate Change, and the Arts. I also chaired ExComm, the Executive Committee of Cabinet, comprised of senior Ministers and controversially, the Chair of our Economic Development Board (at the start Robert Champion De Crespigny) and the Chair of our Social Inclusion Initiative, Monsignor David Cappelletti to drive compliance with the Plan. De Crespigny and Cappelletti were given extraordinary power, reporting directly to me but roving across departments, to get things done.

Very importantly we've been judged every two years by an independent group of experts on whether we are on track or not to reach the ten year targets. The results are released to the media and, of course, to interest

groups and to our political opponents. So we deliberately created a rod for our own backs in what I called a 'goad to action.'

We knew that the media would highlight areas where we weren't on track to reach targets, rather than our successes. In a way this was positive because it ensured Ministers and their departments were focused. Very focused on both succeeding and not being written up as a fail! All Cabinet submissions and budget bids had to demonstrate how any extra funding, new initiatives or legislative changes would help South Australia reach our Plan targets. This was an important discipline.

The CEOs of government departments, whose contracts were with me as Premier, were also required by a change in the law to not only report to their Ministers on the administration of their portfolios but also to the Premier in regard to Strategic Plan compliance. This was about breaking down the silo approach to government and ensuring that the Plan's success was linked to each CEO's performance review by ExComm.

While the Plan has hard, measurable and transparent targets there is also flexibility built into the process to update it, if targets are reached early or to reflect changes in the State's economic, social or environmental circumstances or indeed the community's aspirations.

So today the Plan has 98 rather than 78 targets. Our Community Engagement Board led by Peter Blacker, a former National Party MP, undertakes the most extensive public consultation process involving on-line questionnaires, post cards, surveys and community meetings around the state. This has helped us determine whether the areas focused on by our current targets are still a priority for the South Australian community and if not what is?

I commend this approach to Australia's cities and to other States for consideration. If we are to really make progress we have to think beyond short-term election promises and single electoral terms. The key, however, is hard, measurable stretch targets regularly evaluated by an independent group....not soft targets that would have been reached anyway or with results - success or failure - judged internally by departments or city administrations.

I will talk about roads, rail, infrastructure, planning and development shortly. But first let me tell you what we, like New York, have been doing to further green a city famous for its design and the parklands that surround central Adelaide.

I wanted South Australia to become a leader in its embrace of renewable energy and in reducing our carbon footprint.

Advised by environmentalist Tim Flannery, we first embraced public education about the importance of renewables. Inspired by Freiberg in Germany, we installed highly visible arrays of solar panels on the roofs of Adelaide's most visible and historic public buildings: the Museum, Art Gallery, State Library, Parliament, a million dollars worth on the roof of Adelaide Airport, \$8 million worth on the roof of the Showgrounds new pavilion, officially qualifying it for power station status plus solar installations on the roofs of hundreds of schools.

This educative approach paid dividends and led to our introducing solar feed-in legislation. We now have the highest per capita take up of solar power in Australia and derive more electricity from wind than we do from coal, putting us in a world leadership position with about 30% of South Australia's power now coming from renewables, second only to gas.

Back in 2003, I established our Urban Forests Program which, again like New York, aimed to plant 1 million trees and shrubs across the Adelaide metro area in a series of urban forests. This target was achieved in 2006 with the help of local government, schools, industry and volunteers.

So we extended the program and raised our target to plant 3 million trees and shrubs by 2014 across the metro area in 300 project sites. More than ten thousand people have participated in community planting days.

We believe this program will result in a more beautiful, cooler and more liveable city. It will improve air quality and reduce our greenhouse gas emissions by an estimated 600,000 tonnes of CO2 equivalents.

Only indigenous trees and shrubs, native to the local area, are planted. This also helps reduce water use because exotic plants often require greater watering to survive our searing hot summers.

The program is on track to reach the 3 million target on time with 2,370,000 trees and shrubs already planted.

There are other things we have done to improve our city's environment. We have now achieved a recycling rate of nearly 80% - the highest in Australia, equivalent to taking about 300,000 cars off the road.

In 2009 South Australia became the first state to ban non reusable plastic bags used in supermarket checkouts. Around Australia, 3.93 billion plastic bags are used and discarded every year. Our share was about 400 million. These bags are an ugly blight but can also take hundreds of years to break down. When I announced our ban, retail interests protested. We were told it would be a real problem for shoppers, shops and shop assistants. We went ahead with the legislation even though all other Australian States caved in. I was warned that there would be a backlash from voters. In fact the ban proved immensely popular. Polling shows 80% of South Australians support the ban.

In Australia there is renewed national interest in cities, in better planning and infrastructure, after years of neglect. The current Australian Government is investing more in urban public transport than all previous national governments combined since Federation in 1901. It has also doubled its road budget to record levels during difficult economic times. This renewed national engagement with urban policy is both timely and appropriate.

Australia, despite its outback image and the importance of its agricultural production and mineral wealth, is one of the world's most urbanised nations. Just over half the world's population live in cities. In Australia it's 75%. And 85% of Australians live within 50km of the coastline. Cities are also our biggest economic generators accounting for 80% of GDP and three out of every four of our workers.

And while four of Australia's cities - Melbourne, Adelaide, Perth and Sydney - routinely rank in the top ten of the world's most liveable cities, they are under increasing strain with growing but ageing populations, housing affordability issues, increasing congestion, urban sprawl and other challenges. Congestion problems, if not addressed, will cost our economy some \$20 billion a year in lost productivity by 2020. That's not surprising given that freight movements alone will double by 2030. There is a national imperative to unclog our cities.

So Australian governments, through COAG, have committed to a reform process where planning systems must meet nine nationally agreed criteria. The criteria include integrating transport planning and infrastructure development, preserving the transport corridors needed for the future, and improved urban design and architecture. States and Territories must show how they are providing for nationally significant economic infrastructure. They must demonstrate how they are providing for an appropriate balance between infill and green-field development. And they must show how they are planning for population growth, housing affordability and climate change mitigation. They must also demonstrate how they can better connect people to jobs given that working closer to home is better for everyone; more productive, less congestion, cleaner air, more time for families. I am pleased to hear that when city by city plans were compared, Adelaide was judged the clear leader.

There is a significant carrot for States and their capital cities to improve their planning. Future federal infrastructure funding will be guided by where the reform process has been successfully embraced.

So what was our approach for Adelaide and why is it regarded by the Federal Government as best practice.

In Adelaide, we have a Capital City Committee where the Premier, senior Ministers and bureaucrats meet regularly with the Lord Mayor, Councillors and staff to discuss issues. In my former job I established a Minister for the City of Adelaide, with Jane Lomax Smith, who was herself a former reformist Lord Mayor, being appointed the first incumbent.

I was strongly influenced by a visit to Portland, Oregon and as a result embraced a plan to significantly improve public transport and to roll it out in a way designed to encourage economic regeneration. In Portland we met with Fred Hansen, the head of its acclaimed Trimet public transport system. I was particularly impressed with how the extension of its streetcar and fast, clean light rail system had generated \$10 billion worth of private investment within 3 blocks of the line, helping to create new neighbourhoods and arts precincts, often in previously degraded areas.

Fred's approach is all about an investment in transformational infrastructure rather than the business as usual approach of spending money in an ad hoc way to fix a particular local transport problem. He encouraged us to

make strategic, not reactive, investments. Fred strongly influenced the government as we made unprecedented investments to extend and modernise our tram system, electrify and extend our suburban rail network, modernise our bus fleet and embrace the strongest cycling culture with hundreds of kilometres of new, designated bike paths separated from traffic.

Fred Hansen's influence became even greater than this. He eventually came to Adelaide, as one of our international Thinkers in Residence, to work with the government on transport and urban development policy. His report "All On Board" recommended that we substantially change our thinking to consult with the public better, earlier and in an ongoing way. He recommended that proposers of projects, public and private, should be required to engage the community to resolve issues before they move into the formal government and council approval process. He recommended that we must put pedestrians - with cyclists not far behind - at the centre of a new transport master plan.

Some of Fred's recommendations were big in terms of financial commitment and policy change. For instance, he recommended further extensions to the tram system including a city loop and an increase in the frequency of public transport scheduling, including on weekends, public holidays and at night. He also recommended a greater investment in empowering passengers with real time information accessed on line, using the latest technologies such as smart phones. This way rather than just giving passengers the established timetable it would provide a countdown in minutes of when the bus, train or tram would arrive.

Very importantly Fred recommended that a firm, non-porous urban growth boundary for metro Adelaide be established in statute. Moves are well underway for legislation to protect the unique heritage of historic wine areas, the Barossa Valley to the north of Adelaide and McLaren Vale to the south.

Some of Fred's recommendations were small but important, like suggesting we widen our footpaths to make them more pedestrian friendly and that the timing for a 'Walk' signal must be increased and should be part of normal traffic light sequencing - not requiring activation. He also said that the pedestrian must be given the right of way over a vehicle not just in law but in practice. He recommended that on wider streets pedestrian safe havens should be created.

For cyclists Fred argues that no transport infrastructure investment, such as new roads, should be made without a corresponding investment in bike or pedestrian infrastructure in the same corridor or area. He also recommended that current bike lanes be retrofitted to make them wider, and that laws surrounding driving and parking in bike lanes need to actually be enforced.

In terms of governance Fred proposed we establish a new Urban Development Authority that would acquire and consolidate land holdings to ensure all developments and redevelopments are of the highest quality, having choices suitable for different lifestyles and life stages, including affordable housing for people on moderate to low incomes.

I am pleased that my successor has established an Urban Renewal Authority with Fred Hansen moving to Adelaide as its head.

One of the most significant moves we made as a government, that has been supported by the Federal Government, local councils and the private sector, is the development of a 30 year Plan for Greater Adelaide.

Around Australia we have seen a pattern of development that has gobbled up more green space in a so called effort to make housing more affordable. But this has too often proven to be fool's gold as residents in the outer suburbs of vast metropolitan areas become more dependent on cars, and expensive single occupancy travel. A more strategic, longer term approach to planning and development offers people greater choice on how they want to live.

The 30 year Plan is being used by the State Government to guide the planning and delivery of services and infrastructure, such as transport, health, schools and community facilities. The main aim of the Plan is to better balance population and economic growth with the preservation of our environment and the protection of the heritage and character of our city.

The Plan wants Adelaide to be more vibrant, liveable and inclusive and to grow in a managed way that doesn't threaten key primary production land. Between November 2008 and May 2009 there was extensive consultation to produce a draft Plan, involving local government, state government agencies, industry and private sector providers. The draft was then released and exhibited for some months, during which the

government held extensive briefings with citizens, community groups, local government and professional organisations. A big commitment to consultation generated debate - some of it heated - but this was crucial to getting the Plan right and enabling government to better appreciate how people wanted Greater Adelaide to grow and adapt during the next 30 years.

As a result of the consultation a series of changes were made to the draft including a commitment to ongoing community engagement and variations in the population targets for specific areas of Greater Adelaide. A principal challenge of the Plan was how we could cope with an estimated population increase of 560,000 over the next 30 years and in doing so how we would underpin the creation of at least 280,000 new jobs. So much of the debate arising from the consultation process centred on the proposed distribution of people, housing and jobs.

Policies concerning climate change were also strengthened. Additional safeguards were added to address the impact of population growth on primary production in peri-urban areas and close to townships. Even though 560,000 is a relatively modest population increase - around 350 people a week - compared to estimates for other Australian cities, the makeup of our city will be transformed. There will be a greater proportion of people over 65, and a significant increase in households with one person or couples without children. This requires early action to ensure there will be a sufficient supply of a range of accommodation close to shops, services and public transport. The big growth in over 65's will also require long term planning for the expansion of health services and aged care facilities.

Perhaps the key recommendation of the Plan was that there was an urgent need to create a more compact and efficient urban form that takes advantage of existing, as well as our planned extensions and improvements to transport networks and infrastructure. We want to design Greater Adelaide to reduce car reliance and create more liveable, accessible and connected communities. This means a major rethink of how we plan and design new housing, new neighbourhoods, new suburbs - to break the nexus between growth and unsustainable resource consumption. Unless we do so we will risk our competitive advantage through inefficient land supply and inefficient and costly infrastructure requirements.

To achieve our goals we must move from the existing 50/50 ratio of infill development to fringe development to a ratio of about 70/30 in the last years of the Plan period. This will involve the much greater location of new housing along designated transit corridors to promote easier access to jobs and services and reduce our reliance on cars.

New transit oriented developments along transport corridors are at the heart of the 30 Year Plan. We want the vast majority of new dwellings to be within walking distance of public transport. To achieve this we will co-locate medium and high density residential housing, major retail and service outlets and major employers around railway and tram stations and bus interchanges. This approach will revitalise urban areas, maintain village integrity and provide the critical mass of population needed to make the upgrading of infrastructure cost effective over the life of the plan.

For green-field developments a different approach will be adopted in order to create more mixed use communities, higher densities, more efficient land use, walkable neighbourhoods, a greater mixture of housing types and new suburbs that are contiguous to main transport corridors. It will also involve the creation of greenways and open space precincts in transit corridors.

The Plan will support the achievement of a 25 year rolling supply of land for residential, industrial and commercial purposes. There will be a 15 year supply of land zoned at any given time. This will ensure that the supply of land and housing will contribute to keeping housing affordable. There will also be 5,300 hectares of new and regenerated employment land set aside to foster the creation of jobs.

The Plan will also support a more efficient planning system that will underpin economic performance and competitiveness, reducing development times from the existing 5-7 years to a maximum of 3 years. This approach will also give investors greater certainty by making it clear what development can occur in key locations.

I cannot, in the time available, cover the entire 30 Year Plan but I'm pleased at its reception both locally and nationally. I'm also thrilled to see work well underway on the outstanding \$1 billion Bowden Village development being built close to the CBD on the edge of our parklands, within walking distance of the city centre. It is being built on a 16 hectare former industrial site next to the railway, our new tram extension, bus routes, bike and pedestrian paths alongside the River Torrens.

Bowden Village will be our first showcase of attractive higher density living with three storey apartment complexes, town houses and terraced homes, and the highest standard of design. Fred Hansen, the head of our new Urban Renewal Authority, is heavily involved in its roll out. More than 2,400 homes will be built housing 3,500 residents. Retail and commercial buildings are part of the mix.

Bowden Village is at the western end of the multi-billion dollar River Torrens precinct redevelopment. "Riverbank" is part of our plan to revitalise the heart of the central city to make it a destination that people will flock to, rather than retreat back to the suburbs. The redevelopment includes a new \$2 billion plus central hospital being built on the site of unsightly railway yards.

We chose this option rather than an expensive and disruptive refurbishment of the existing Royal Adelaide Hospital. It will be the biggest hospital development in Australian history and probably the biggest ground up building ever, anywhere in Australia. Patients will have a room and en-suite of their own and most with a view of the river. A state of the art medical research centre is under construction next door.

We have also embarked on a big redevelopment of our Convention Centre, again on the banks of the Torrens and there is planning for future revamp of the adjacent Adelaide Festival Centre.

On the opposite bank of the river the State Government is investing \$530 million to redevelop the famous Adelaide Oval cricket ground to enable it to host AFL football, other sports and performances. AFL has for decades been played in a stadium in the western suburbs posing real problems for transport and parking. For us, bringing 'footy' to the city will bring tens of thousands of people to a central location close to every form of public transport from north, south, east and west with city car parks close by. The Oval will be linked by footbridge to the arts and entertainment precinct on the other side of the Torrens.

Further south, in the suburbs at the 61 hectare site of the former Mitsubishi motor vehicle plant - also purchased by the State Government - another \$1 billion development is underway adjacent to key transport corridors. This Tonsley Park redevelopment will become a vibrant and integrated mixed use employment precinct. It is designed to be a major hub for innovative companies in sustainable technologies, including advanced manufacturing. It will be Australia's first designated, clean-tech industry hub.

A cornerstone of Tonsley Park will be a \$125 million Sustainable Industries Education Centre delivered through TAFE which will host 8,000 students and teaching staff. Recently Flinders University announced it will establish a teaching and research centre at Tonsley concentrating on computer science, engineering and maths undergraduate programs as well as research programs in nanotechnology, medical devices and clean technology. This \$120 million centre will bring 2,000 students and 150 staff to Tonsley Park.

Across the board our annual infrastructure expenditure increased five-fold in less than ten years, with record road as well as public transport investments. We have also, as an insurance policy against future droughts, built a \$2 billion desalination plant, powered entirely by renewable energy, capable of providing 50% of Adelaide's water needs. For the rest of this century Adelaide will never again have to fear running out of water during droughts, let alone return to years of water restrictions.

There is also now a much sharper focus on design excellence. Here we again greatly appreciated the advice of one of our Thinkers in Residence, Professor Laura Lee, formerly head of Architecture at Carnegie Mellon University. For decades in Adelaide its buildings and developments were considered and approved in a singular and fairly ad hoc manner. Even government projects closely located to each other were initiated and steered through by different Ministers and departments in an uncoordinated way. Local debate about projects and developments had for years been depicted as developers versus the heritage and environmental lobbies. No-one seemed to be talking about creating new heritage that future generations would be proud of. That's where Laura Lee played a most useful role in encouraging us to think bigger.

Professor Lee, who has closely collaborated with Fred Hansen, is a powerful exponent of the need for integrated design, not just better design for buildings and the spaces in between, but for precincts and the entire city. Her residency, which recommended the establishment of an Integrated Design Commission and the appointment of a government architect, was all about fostering a greater design culture in Adelaide.

Essentially integrated design is a model for longer term thinking and 'intelligent investment' based on the clear interdependence of design, planning and development activities to achieve mutually beneficial, long term outcomes. Integrated design takes into account economic, social and environmental values. The decision-

making process is designed to drive innovation and creativity and focuses on what's really important: the 'user experience' of the city.

City councils, planners and architects around Australia are very interested in Laura's work. So is the Federal Government which has given financial backing for an integrated design pilot project involving the SA Government, Adelaide City Council and seven inner city councils. Again there is a strong community involvement asking residents to re-imagine and re-invent Adelaide. It involved 12 months of briefings with 25 industry groups, 1,000 experts drawn from a variety of disciplines and 180,000 on-line contributions.

People were asked to see their city not as it is but how it could be. As the Integrated Design Commission argues: "While vision without execution is daydreaming, execution without vision is chaos. We need both. Design can imagine. Governance can implement." Significantly the overwhelming response was that people want more integrated decision making, explained better at the start.

For years 80% of the planning work for developments and projects happened first in-house, within governmental processes. Only 20% occurred in the public domain, usually later. This is no longer acceptable. People are saying this is their city and they want to be more involved in decisions that affect their lives from the very start.

Finally I want to commend to you a small but important project. Following the work of another Thinker in Residence on social inclusion policy, Geoff Mulgan, we established The Centre for Social Innovation, TACSI. One of TACSI's first and most successful projects has been Renew Adelaide, an urban renewal project involving young people. With the support of government, council, local business and property owners - young, creative entrepreneurs and artists are using abandoned, unused and underutilised spaces - buildings, warehouses, lofts, lane ways - to establish small businesses ranging from art galleries, performance venues, coffee shops, bike repair and redesign, fashion design, web design and multi-media studios. The project has terrific employment, skills and confidence benefits for the young people involved. It is also helping to revitalise the CBD, enrich our culture and very importantly retain talented young people in our city and state rather than going to Sydney, Melbourne or overseas. Their experiences and contagious enthusiasm is also forcing the South Australian Government and the Adelaide City Council to review planning and building regulations, many of them petty, which impede rather than invite the participation of young people and smaller enterprises in our city.

So what is my over-riding message here tonight.

In the 21st century cities can no longer either be neglected or be allowed to grow in a way that is destructive to their culture, character, liveability and environment. People are at the heart of cities and their needs should be paramount.

Sustainable, vibrant cities don't just grow organically. To improve our cities requires a plan that demonstrates that strong economic, social and environmental outcomes are not mutually exclusive.

Laura Lee, who is now working with former ARUP leader Peter Head, showed us that integrated design incorporating all these values, and actively involving citizens in re-imagining their communities is the key to success. Fred Hansen puts the pedestrian and the cyclist before the car. He also places better public transport that drives economic and social development at the centre of urban renewal.

The South Australian Strategic Plan and 30 year Plan for Greater Adelaide tell us that while targets are important those targets must be supported by plans that are implemented, evaluated and measured.

Ultimately, revitalising our cities, for citizens and businesses alike, must involve a planning and decision making framework that goes beyond normal electoral timetables.

I have talked a great deal tonight about the importance of much better and much earlier consultation with the public about what they want for our states and cities. This is critically important. However, governments and councils, Mayors and Premiers will be judged on what they do, what they achieve. Listening is important but is not enough. After all people speak with different voices expressing different, sometimes opposite and discordant views. Getting the process right is important but so is getting results. Without an outcome all that consultation, all that listening will amount to just lip service that serves only to raise expectations unfairly. Process without outcomes is not leadership.

Real leaders have to choose between alternatives; they have to make decisions, sometimes controversial and unpopular. That's the test that separates those politicians who want to do from those who just want to be.

It's the hard, and at first unpopular decisions that often prove to be the benchmarks of progress. After the consultation you have to decide, announce, explain and defend what you are doing. And that's why great cities need strong leadership backed by a plan.

I would like to again thank ARUP for the privilege of giving this year's Zunz lecture.