

# VCCCAR

## think tank report

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### Toward Resilient Regional City Centres

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# Executive summary

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## Introduction

This Think Tank explored the potential to build economic, social and environmental resilience across regional cities and their hinterlands, specifically investigating strong city centres' capacity to adapt to climate change impacts and their consequences. The Think Tank drew on a range of perspectives from different sectors and jurisdictions across Australia. Participants were asked to identify policy gaps, research needs and opportunities for enhanced information exchange and links to accelerate the evolution and diffusion of enhanced practice.

The Think Tank was hosted by Deakin University at its Melbourne City Centre in Bourke Street on 20 February 2013.

## Key messages for policy and research

- Regional cities are home to four million people across Australia but are under-recognised in urban planning and other aspects of government policy. Levels of economic activity and behaviour patterns in these cities are not well understood. Improved data would assist in informing future decision making.
- Resilience of regional cities can potentially be increased by concentrating activities within well-connected, multi-functional city centres that minimise dependency upon private motor vehicles. The value of concentrated city centres relative to dispersed arrangements, in environmental, social and economic terms, needs to be better quantified to make the case for concentration.
- Concentration can be supported through planning, regulation and program and operational decision-making. This can include location of government agency offices and encouraging regionally-based service industries.
- Regional cities face a range of increased risks in a changing climate. Improved information on climate risks is required to encourage greater understanding and transparency about 'risk ownership' such as insurance costs from increasing risk of flood or fire. Risk information needs to be linked to potential areas of increased community vulnerability, such as aging or immigrant populations.
- Localised research alliances with universities that generate policy relevant research and build local capacity can enhance the development and resilience of regional cities.
- Localised alliances and multilateral forums across sectors can support regional development and resilience to climate change.
- Information exchange between cities in different locations and jurisdictions can be valuable for sharing ideas and innovation (Regional Capitals Australia local government group provides a potential framework).
- Regional cities can be used to trial models for timely and accelerated adaptation that can be adopted more broadly in larger cities.

## Acknowledgements

- funding assistance from VCCCAR
- assistance by Benjamin Gill and Ed Cotter (BioRegional) and Sue Neale
- advice and peer review by Peer Reference Group
- Deakin University (Melbourne City Centre) hosted Think Tank

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# Context

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## Purpose and rationale

This Think Tank was devised and initiated to explore the contention that regional cities might enhance their resilience to the direct and indirect impacts and uncertainties that changes in climate pose (along with other emerging threats and challenges) through retaining and enhancing strong, multi-functional city centres. It proposed the assembly of a diverse representation of interests from Australia's non-metropolitan cities to focus on this topic, share perspectives and identify related challenges and opportunities.

The group was charged by VCCCAR with the task of articulating research gaps or needs and policy suggestions and recommendations as well as identifying prospects for enhanced links, communication and sharing experiences and innovation between cities and across sectors.

## Regional city centres and climate change adaptation

Anecdotal and empirical evidence suggests that clustering of a range of services and facilities in multi-functional activity hubs is a positive action in advancing both mitigation and adaptation to climate change, particularly where this supports a variety of transport access options that reduce dependency on private motor vehicles. The concentration of activities in a central place improves opportunities for multi-purpose journeys, reciprocal benefits of proximity (typified by office workers accessing retailers or services during lunch breaks) while enhancing the viability of public transport services and active transport (walking and cycling) infrastructure.

Regional city centres usually retain a diverse mix of functions (including retail, commercial, civic and administrative, cultural, entertainment and hospitality, professional services, health, education, religion, sport, etc.) clustered in close proximity within a traditional town

centre structure. Despite erosion of some components by trends such as car-based retail complexes located away from the centre, campus-style institutions or offices in fringe 'employment' estates, most regional cities retain a concentration of functions in a highly distinctive city centre. These centres are at the hub of road networks and urban public transport services, providing ready access including options that are not dependent upon private motor vehicle use (although the quality and frequency of public transport services may be weak). Intercity rail or coach services generally have stations located close to the city centre, providing convenient links to and from the major capital city.

Most regional cities have succeeded in retaining primacy of the traditional city centre over subsidiary activity, despite some dispersal of functions (particularly food retailing in mono-functional car-dependent suburban sites), the roll-out of standardised corporate formats (particularly so-called 'big box' outlets), campus-style office parks and relocation of key institutions (such as hospitals, universities or agency headquarters) to urban fringe locations. These are the result of decisions made by public sector bodies and private businesses, as corporate management trends discount external impacts beyond core service obligations. The proximity of cheaper rural land on nearby urban fringes poses a particular vulnerability for regional cities relative to metropolitan centres.

In some cities these trends have seriously eroded the dynamism of the traditional city centre, diluting the valuable vitality of the retail economy or removing large employee or client numbers away from other components of the city's economic and social heart, which is usually the focus of community identity. These trends increase car dependency, as public transport options generally involve infrequent services restricted to limited periods of the day and week. This poses a substantial vulnerability to shocks that may result from climate change or other sources.

Emerging research (primarily in metropolitan areas) is documenting substantial 'economics of agglomeration' flowing from the proximity of related and apparently unrelated functions, which can be a catalyst for informal and even casual interactions stimulating hybrid alliances and generating new transactions. The dynamics of a typical regional city centre represent a highly legible form of this interactivity, where incidental encounters transcend sectors, formal structures and relationships to enhance interaction and stimulate supplementary activity.

The scale and legibility of regional cities have the potential to be 'crucibles' for exploring initiatives and interventions, testing and proving demonstration models that may then be translated to major cities where complexity may obscure opportunities or impacts, or obstruct the germination of innovative approaches.

## The proposition

The retention of traditional multi-functional city centres in most of Australia's regional cities is a comparative advantage for urban settlement. Regional cities comprise an aggregate urban population of over four million residents (and substantial hinterland markets), a significant (if under-recognised) component of urban Australia. The apparent paucity of quality research and evident policy gaps (such as the simplistic characterisation of the nation into metropolitan and rural components) suggest that this topic is a fertile area for exploration by the Think Tank.

## An emerging network for regional cities/capitals

Over recent years the under-recognition of the importance of major regional cities to Australia's urban settlement pattern has gained growing attention, along with awareness of the paucity of quality information and weak networks for advocacy or information exchange. A number of initiatives have led to the emergence of new structures to redress this.

In September 2010 Latrobe University Bendigo held a conference addressing Australia's 'mid-sized' cities, which attracted wide interest from academia, governments and practitioners. Conference participants concluded that these cities are 'under-represented in public debate, policy formulation and research, and their contributions and potential are not being fully recognised or realised' (draft communique).

In September 2011 the concept of a national network for 'MidiCities' to exchange information, promote research, provide advocacy, and strengthen capacity was launched at the Sustainable Economic Growth for Regional Australia (SEGRA) conference in Geelong. This spurred a dedicated MidiCities Conference in Queensland in July 2012. Separately during 2012 a new group of local governments called Regional Capitals Australia was formally established. The MidiCities initiative has been subsumed into this expanding and evolving group.

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# Proposal and refinement

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Deakin University's initial proposal to conduct a Think Tank on this topic was submitted in late 2011, with Deakin becoming a partner in the VCCCAR program. In 2012 in consultation with VCCCAR the proposal was refined and its objectives and outputs clarified. This enabled the proposal to reflect the significant evolution in the awareness and networking of Australia's regional cities since conception of the initial proposal. A revised brief for the Think Tank was agreed in December 2012 (Appendix 1).

Preparation for the Think Tank was undertaken by an organising team led by Associate Professor Rod Duncan from Deakin University and Good City consultancy, with support from Ed Cotter, BioRegional environmental strategy consultancy, and voluntary input from Sue Neale, a practitioner experienced in transport and planning.

A Peer Reference Group was assembled to provide feedback on the proposed agenda and objectives of the Think Tank event. This reflected the perspective of agencies and peak bodies whose work is relevant to climate change adaptation, which refined and focused the event. Contributions were made by:

**John Houlihan**  
Department of Environment and Primary Industries

**Vinnie Maharaj**  
Regional Development Victoria

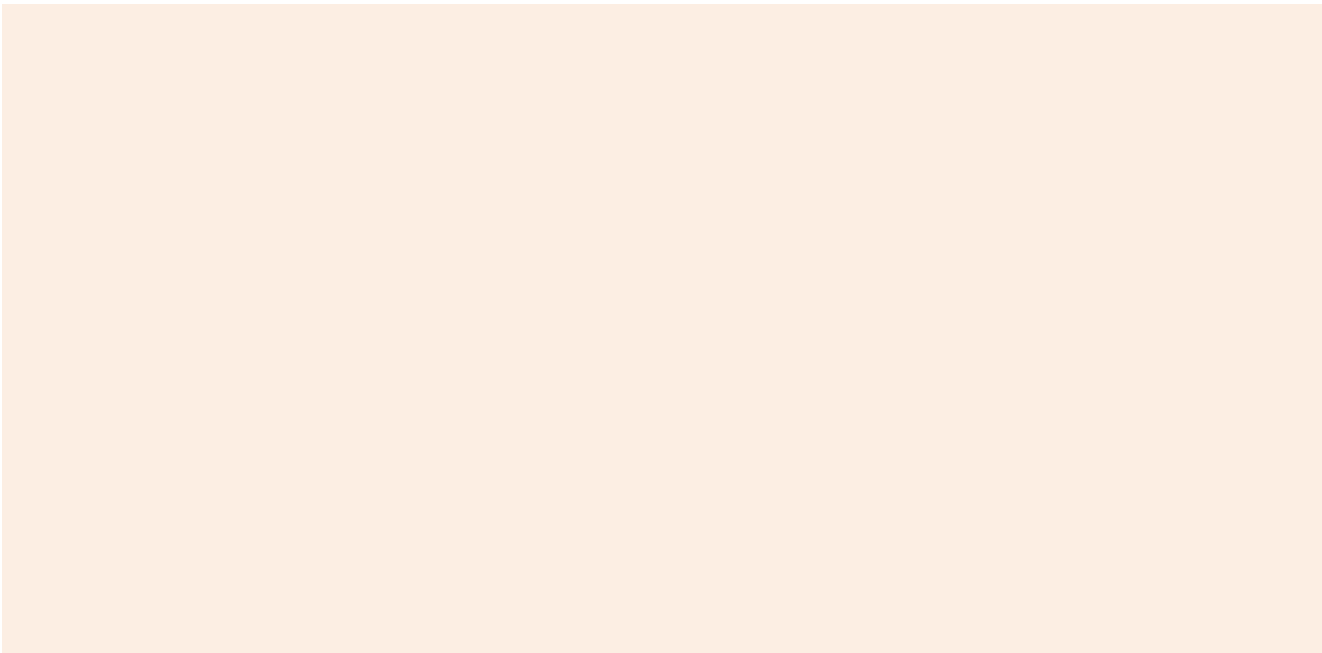
**Christine Kilmartin**  
Department of Transport, Planning and Local Infrastructure

**Mark Dess**  
Department of State Development, Business and Innovation

**Robyn Major**  
City of Greater Bendigo

**Toby Archer**  
Victorian Local Governance Association

Additionally the interim themes, used as a springboard for discussion and refinement, were influenced by the case study cameos and nominated issues submitted by participants ahead of the event.





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# Assembling and preparing participants

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## Target contributors

This event brought together contributors from a range of sectors who, while sharing interests in the fortune and futures of regional cities, could operate in parallel with limited interaction or familiarity with each other's work. The Think Tank sought to facilitate cross-pollination between sectors and combine diversity of experience with a manageable number for effective interaction within a one-day workshop format. A group size of about forty persons was selected, with the objective that participants would be fully engaged (i.e. discouraging passive, spectator participants).

Particular attention was paid to attracting representatives from the following groups: researchers and academics, local government (elected members and professional officers), specialist practitioners who influence city futures (i.e. urban planning, design, economic development and environmental sustainability) business and industry (with a regional emphasis); and those working in State and Federal government agencies who formulate and deliver policies.

It was also recognised that the regional cities of Australia exist under a range of state jurisdictions, and that discussion of common generic issues can often be constrained by thinking within state-based frameworks. Initiatives in recent years to bring together regional cities around Australia have revealed the untapped resource of learning from examples across state borders, where similar issues may be addressed in different ways, or innovations that have limited exposure in other states. Recognising that VCCCAR is a Victorian initiative, approval was sought to involve participants from across Australia in this Think Tank.

The Think Tank aimed to attract participants from a range of sectors from geographically dispersed cities who would be active contributors, rather than passive audience members.

## Promoting and attracting interest

A range of networks were accessed to promote the event, both directly and in collaboration with sectoral and professional groups, including the Planning Institute of Australia, Economic Development Australia, Urban Design Forum, academic networks and participants from the 2010 Latrobe University conference. This involved an email with an attached flyer outlining the event (Appendix 2).

Promotion was supported by the emerging Regional Capitals Australia (RCA) group. As an organisation with a specific focus on Australia's mid-sized regional cities (or 'regional capitals') this reached a highly relevant audience, albeit one built principally around local government. By coincidence the second meeting of RCA had been scheduled in Geelong on 21 February, the day after the Think Tank in Melbourne. This enabled alignment of these two events in partnership with RCA, which was convenient for potential participants travelling from distant locations.

This contributed to the strong geographic diversity of participants, including elected officials (Mayors, Presidents and Councillors) and executive officers (Chief Executives or General Managers in different states) along with specialist officers from local governments. Interstate representation also included academic researchers and practitioners, complementing the local government perspective. Participants came from all states except South Australia, from locations as far afield as Far North Queensland, the Pilbara and Tasmania.

The Think Tank was listed as an event in the Eco-City program of Victoria's Sustainable Living Festival (SLF) which ran from 9 to 24 February, complementing other promotion with exposure to the general public. While the Think Tank fell within the dates of the Festival, the bulk of festival promotion did not occur until after the finalisation of registrations for the Think Tank, limiting this as a source of participants. While only a few enquiries were attributed to the SLF, inclusion of the Think Tank in the official program raised public awareness of VCCCAR's activities.



## Assembling a balanced mix of participants

While it was an objective to include contributors to the Think Tank spanning sectors and geography, it was impractical to run the event 'by invitation' as many potential contributors were unknown. Open registration (particularly to a free event) risked attracting non-contributory participants and a possible imbalance between sectors and interests.

To manage composition of the Think Tank, a 'nomination and confirmation' sequence of registration was used, making it clear that numbers were limited and subject to confirmation. The promotional material invited people to submit a nomination to participate through an on-line booking tool, and requested that they directly submit a brief profile of their role and potential contribution. This proved to be an effective, if labour intensive, mechanism for assembling a rich mix of participants within an optimal size of about 40 persons.

Nominees received customised email responses that reinforced the participatory nature of the event, and requested details of their professional role and interests, and a cameo case study or example that they could contribute to the Think Tank. A form was attached to assist in collating this information (Appendix 3).

This pre-event contribution assisted participants in articulating issues or examples to share ahead of the Think Tank. It was highly useful in familiarising facilitators with resources that could be drawn from participants when discussion moved in a relevant direction. This was an effective way to engage a large number of participants and insert relevant illustrations at key points of plenary discussions.

Only a few nominations were declined, with some would-be participants withdrawing as they recognised this was not the type of event they had anticipated, with the preparation task discouraging those who may not have been active contributors.

## Information package

Ahead of the Think Tank confirmed participants were provided with background information outlining the context (regional city centres and their relationship and potential regarding climate change adaptation), the purpose and scope, the objectives and outputs, and the format of the Think Tank. Operational details of the event and venue were also provided (Appendix 4).

## Think Tank contributors

The Think Tank involved about 40 participants. Twelve from local government (four of whom were elected councillors, including a mayor and a shire president), three CEOs or General Managers from five states, eight academics and researchers from six institutions in Victoria and Queensland, six professional practitioners (predominantly in the design or planning sector) from three states and provincial Canada, and four officers of state agencies, all from Victoria. Apologies we received from officers of two federal government departments. Alongside participants, presenters and facilitators were members of the VCCCAR board including chairman, Prof John Zillman.

In addition to those at the Think Tank, some participants were unable to attend on the day due to illness or other issues. However most had submitted cameo contributions which were included in discussion through the facilitator, so they have been retained in the listing of contributors (Appendix 5).



Assembling this diverse, balanced mix of participants was onerous but rewarding, resulting in a group of optimal size and diversity to address the central issues of the Think Tank.

The contribution of cameo examples ahead of the event not only assisted in focusing participants in preparation for the event, but were able to be utilised to involve a wide number of participants at relevant moments in the Think Tank proceedings, bringing practical experience to illustrate theory or hypothesis.

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# The Think Tank

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## Venue

The Think Tank was hosted by Deakin University at its Melbourne City Centre at 550 Bourke Street, in the city's financial and legal precinct. This new facility provides corporate meeting and flexible event spaces in a dignified environment equipped with in-house support services and quality catering. This was a supportive setting for participants to focus on the tasks of the Think Tank.

## Participants

More than 40 people participated in the Think Tank, representing a diverse blend of experiences, interests and sectors. Most contributors were based or active in regional cities from across the country including five different states. The breadth of participants' experiences provided a valuable resource.

The diversity contributed a level of energy, freshness and candour in discussions, involving the exchange of what may have been previously unfamiliar perspectives, relating and comparing examples from across different jurisdictions, professions and operational perspectives.

While this diversity of participants was a rich resource, it also posed some risks to the smooth conduct of the Think Tank as there may have been limited shared familiarity between sectors on some issues or perspectives, and perhaps in language and terminology as the group transcended familiar state-based and professional networks. To counter this, the Think Tank provided a shared context at the outset, clarifying the purpose and intended outputs of the day.

## Format

The Think Tank was split into four sections with refreshment breaks. Noticeably, almost all participants remained actively involved with the Think Tank throughout, with few absent by the end of proceedings.

## Session one - Context and scope

The opening session aimed to ensure a common understanding of the purpose and objectives of the Think Tank, particularly focused on generation of specific outputs, articulated ahead of the Think Tank: Policy suggestions, Research gaps, Linkage opportunities for better sharing across sectors and jurisdictions. (This material was included with the Background Information pack circulated to contributors – see Appendix 4)

Following a welcome from VCCCAR Chair, Prof John Zillman AO, and VCCCAR Implementation Committee member, Prof John Martin of Latrobe University, participants were briefed on the objectives and tasks of the Think Tank, emphasising the outputs being sought by day's end (Appendix 6).

A global perspective on the major issues facing cities, in particular climate change challenges, was provided by Benjamin Gill, International Project Manager with the London-based advocacy enterprise BioRegional. As a resident of Athens, Ben could also provide a personal perspective of a city responding to urgent stresses (Appendix 7).

This provided a foundation for considering likely and possible implications for Australian regional cities, and discussion of their potential contribution toward building resilience and devising adaptation strategies (Appendix 8).

Interactive exchange among the group was generated by facilitated discussion on emerging issues, which incorporated cameo examples of issues and experiences that had previously been contributed to the facilitator by many participants. This somewhat experimental technique enabled brief, concise input at relevant places in the discussion. This also provided an 'ice breaker' for many participants who had little previous familiarity with each other or with some of the other sectors.

Along with ensuring active contribution by numerous participants and accelerating familiarisation around the group, this technique helped to populate the event with case studies and illustrative examples that provided shared points of reference, with a resident expert on hand to elaborate if further details or implications were sought. For example a precedent of community response to major impacts was provided with lessons from Townsville's response to Cyclone Yasi. This phase of the Think Tank proved valuable in building familiarity that accelerated interaction and debate in smaller group sessions.

In some cases experiences could be compared or contrasted to tease out issues and implications. The consequences of loss of major retailers from Launceston city centre was contrasted with Bathurst where rigorous policy has retained a strong retail presence in its core; while the impact of a *fly in - fly out* workforce on community participation in Karratha was compared to the *brain train* of daily commuters from Wollongong to Sydney.

## Session two: Challenges, issues and opportunities

Commencing as a full plenary, this facilitated discussion explored threats and opportunities anticipated from climate change, drawing heavily on cameo examples previously prepared by participants.

A suite of interim themes had been devised by the organising group with input from the Peer Reference Group (influenced by the cameo issues and examples submitted ahead of the Think Tank). This was introduced as a temporary framework to assist further exploration and refinement by self-selecting small groups. To emphasise their status as interim prompts for refinement, rejection or regrouping, these were dubbed The View from Bourke Street.

The six interim themes were:

- **Building / keeping a strong heart**
- **Disaster resilience**
- **Transport / connections**
- **Growth / decline / stability**
- **Self-containment versus linkages with other urban centres**
- **Coordinated implementation of accelerated change (especially in city centres)**

An introductory plenary discussion around each interim theme ensued, incorporating relevant contributions from those who had submitted cameo examples and issues prior to the Think Tank (discussion prompts are included within Appendix 6).

Participants were then asked to select two topics of interest and join one of six groups to explore and record issues and ideas for 20 minutes, before moving to a second issue of their choice for a similar period of discussion. One member of each of the first groupings remained with each topic to provide transfer of ideas between successive group sessions. Deliberations were recorded and retained for reference during subsequent stages of the Think Tank.

### Session three - Key issues, gaps and priorities (*workshopped by Theme Teams*)

Following lunch, outputs of group discussions around the six interim themes were reported back to the full workshop.

Based on these summary presentations, the interim grouping of issues were exposed to scrutiny and refinement. Through consensus discussion, this resulted in five clusters of issues, each to be taken up for workshopping by a self-selecting group who would explore each thematic grouping and generate outputs focused on the tasks set for the Think Tank.

Five re-named clusters that emerged from this process:

- **Enlivening the regional city**
- **Governing for climate change in regional cities**
- **Sustainable growth in regional cities**
- **Transport, movement and connectivity**
- **Disaster resilience**

Participants then formed five Theme Teams to tackle the issues of greatest relevance to them, and operated in interactive workshop groups for about 80 minutes.

It was emphasised that the Think Tank was focused on identifying actions, policies and research opportunities that related to climate change adaptation in regional cities, and understanding the role and potential contribution of strong city centres toward achieving this.

There was a tendency for discussion to encompass a broad scope of issues, opportunities and potential actions confronting regional cities and/or city centres, encompassing natural disasters (whether weather-related or not), economic issues and social objectives, sometimes without reference to the specific purpose and objectives of the Think Tank. To focus discussion toward generating outputs, a simple sketch was used to illustrate the screens of relevance that needed to be applied to extract the relevant outputs from among this broad discussion.

During this discussion there was resistance expressed by some to disaggregating components of what were described as inter-dependent issues best addressed with inter-dependent responses (or joined up solutions to joined-up problems). By way of illustration, it was

argued that a community with robust resilience was better equipped to respond to (and recover from) a shock, whether that took the form of an earthquake, oil shortage, drought or closure of a major employer. This line of argument suggested that resilience was a multi-stranded rope and that unravelling the climate change adaptation strand from other components ignores the aggregated strength achieved by an integrated, multi-disciplinary perspective – a circumstance which may be more commonly represented in regional cities due to their scale, legibility and relative internal self-reliance.

This aspect of the discussion is elaborated upon in the concluding section of this report in the side box entitled the rope of resilience.

To assist and guide the work of the groups toward delivering these outputs, they were provided with a pro forma template, which asked them to nominate a small number of priority issues within their theme, and for each of these identify policy suggestions and recommendations, research gaps and opportunities, and potential for sharing experiences and building linkages to exchange information. There was also a fourth open-ended prompt for recording any 'other actions that emerged as having potential' and identifying who should undertake this action (Appendix 9).

### Session four - Refining the messages

The final hour of the Think Tank concentrated on recording and reporting outputs of the Theme Teams, including verbally reporting back to the full plenary of participants, which enabled some discussion, peer moderation and identification of connections between the work of Theme Teams.

These outputs and messages are presented in the following section.

Notably, almost all participants remained engaged as active contributors to the conclusion of the Think Tank, demonstrating a high degree of engagement. This achievement was celebrated with short opportunity for refreshments and informal discussion.

# Outputs

Five Theme Teams that emerged through the Think Tank process:

- **enlivening the regional city**
- **governing for climate change in regional issues**
- **sustainable growth in regional cities**
- **transport, movement and connectivity**
- **disaster resilience**

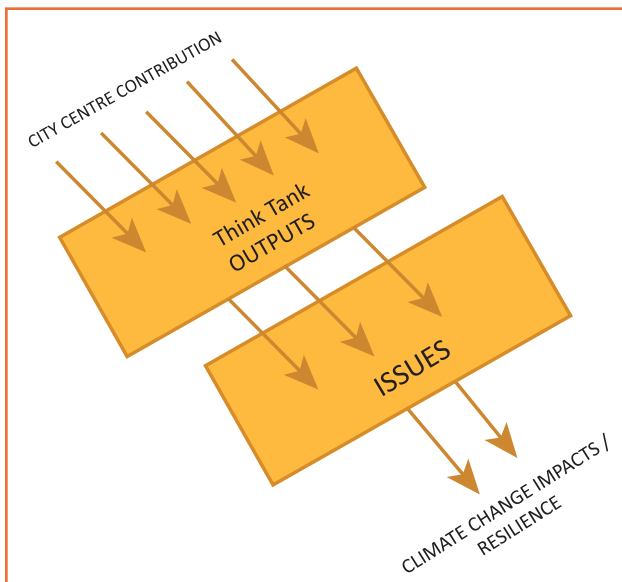
Participants selected one theme of particular interest and worked as teams to explore component issues within this theme (Appendix 10).

The five teams were charged with exploring their chosen topics to articulate the following outputs relevant to the potential for strong(er) city centres to enhance capacity and resilience in responding to, or anticipating and moderating the impacts of climate change:

- policy suggestions and recommendations
- research gaps and opportunities
- opportunities for better sharing experiences, and building durable linkages among sectors and between cities and jurisdictions.

A reporting template was provided, including allocation of component issues in priority order. (The reporting template is Appendix 9.)

The objective of identifying recommendations and suggestions that specifically related to climate change adaptation was stressed through this phase of the Think Tank, as much discussion had been more broadly based. The following diagram was utilised (and prominently displayed) to encourage 'screening' of wide-ranging issues to identify those that related firstly to climate change impacts or resilience, and then the contribution that city centres could make toward this.



*'Screens' imagery used to encourage Theme Teams to focus on actions relevant to Climate Change Adaptation and the role that city centres can make, recognising the wider context of relevant issues.*

Theme Team	Component issues identified by each Theme Team (in priority order)	Policy suggestions and recommendations (to whom?)	Research gaps and opportunities	Collaboration and exchange Potential for sharing experiences, building ongoing linkages and exchange of information
Enliven the regional city	<b>1 (top priority): Make the city centre liveable</b>	Establish a planning hierarchy that prioritises diversity, sets spatial limits.	Test assumptions; consult with residents, developers to develop a better understanding of wants and needs.	
	<b>2: Invest in social activities</b>	Build local audience participation. Establish a special compulsory rate scheme for program development.	Survey customers to better understand and raise awareness about issues -> turn priorities into a model.	Establish collaborative working models such as traders association funding.
	<b>3: Pedestrianize the main street</b>	Establish a hierarchy of walking, cycling and pedestrians, public transport and cars.	Survey drivers, cyclists and pedestrians to better understand retail spend and priorities.	
	<b>4: Intensification</b>	Enough diversity and population (24/7) for community	Share the research with stakeholders for meaningful engagement with the possibilities.	[see previous column]
Governing for climate change in regional cities		A proportion of Grants Commission funding to be allocated untied for city centre action.	Urban form in regional cities: heart v edge needs to be extended re resilient planning regulations.	Importance of 'advocacy coalitions' for regional cities
		Single local government for each regional city.	Research repository.	(c.f. Sabatier + Jenkins-Smith).
		Instrument for focussing on outcomes agreed by all Australian cities.		
		Regional impact assessment.		

Theme Team	Component issues identified by each Theme Team (in priority order)	Policy suggestions and recommendations (to whom?)	Research gaps and opportunities	Collaboration and exchange Potential for sharing experiences, building ongoing linkages and exchange of information
<p>Transport movement and connectivity</p>	<p><b>1 (top priority): Internal regional city centre transport issues</b></p>	<p>Walkability (Creating Walkable Regional City Centres)</p>	<p>How do we design that into a regional city centre? / How do we retro-fit existing regional city centres?</p> <p>Compact Regional City Centres: Density Levels – what are the acceptance levels (now and in the future)</p> <p>What is socially acceptable / what are the social and eco drivers – how can we get developers to deliver something difference (place making) / tapping into social drivers...!</p> <p>Why did city centres change? / How will they change in the future? (Specifically related to being resilient to climate change...)</p> <p>Affordable living and affordable housing (cost of travel – getting from A to B)</p> <p>Enhancing mix of use?</p>	<p>PASSIVE and ACTIVE</p>
	<p><b>2: Enhancing movement within regional city centres</b></p>	<p>Modes of transport between key internal regional activity centres...  Alternative Transport Options</p>	<p>What would happen if we removed the car...?  What is the demand for public transport service...?  What are the alternative transportation solutions...?  What are the links between use of car and health issues...?</p>	<p>PASSIVE and ACTIVE</p>
	<p><b>3: Connectivity</b></p>	<p>Connectivity – Physical and ICT / NBN.</p>	<p>How do we enhance the connection of regional city centres?</p> <p>Why do people feel connected to these regional city centres?</p> <p>What impact (or circle) do highways or freeways have on a regional city centre?</p> <p>What makes a well-connected regional city centre?</p> <p>How can we enhance existing regional city centres through the provision of connectivity?</p>	



Theme Team	Component issues identified by each Theme Team (in priority order)	Policy suggestions and recommendations (to whom?)	Research gaps and opportunities
	<p><b>4: Transport between regional city centres (and capital cities)</b></p>	<p>Planning for broader regional transport issues</p> <p>(in the context of regional cities and capital cities)</p> <p>Multi-hub... centralised network... move to web-based network... ?</p> <p>Linking regional city centres...?</p>	<p>Why have / do towns fail in relationship to transport and movement?</p> <p>Why were regional city centre established in the first instance?</p> <p>How do we plan for these areas in a holistic manner?</p> <p>What are the opportunities to utilise the existing infrastructure? (INTRA)</p> <p>How do we further develop transport connections between regional city centres?</p> <p>e.g. Other viable opportunities for existing infrastructure?</p> <p>What are the opportunities when industry and freight changes from / to regional city centres...?</p> <p>Research into organising the transport system...</p> <p>Alternative opportunities for regional city centres...</p>
	<p><b>5: Associated Costs... Funding around delivering these policy suggestions – existing business model / council funding model...?</b></p>		<p>Modes and adaptation to impacts of climate change...</p>
	<p><b>6: Facilitating and attracting people... to alternative mode of living... planning for the future...</b></p>		<p>Does it actually cost any more...</p> <p>Are people willing to pay for an apartment in a regional city centre without car parking or a car...?</p>
<p>Disaster resilience</p>	<p><b>1 (top priority): Integrated town planning</b></p>	<p>Federal standards – change current policy to be able to build more resilient replacement buildings</p> <p>[rather than merely replace like with like, particularly if it failed]</p>	<p>Identify who are the vulnerable communities and where they are and also create specific profiles as to what they are vulnerable to.</p>

Theme Team	Component issues identified by each Theme Team (in priority order)	Policy suggestions and recommendations (to whom?)	Research gaps and opportunities
	<p><b>2: Community engagement, communication and education</b></p>	<p>Need to allocate a lead role to Local Government as currently they can only act as a support and can't coordinate or share policy</p> <p>Need to focus nationally on what the 'real' issues are (potential impacts)</p>	
	<p><b>3: Funding and reimbursement</b></p>	<p>Funding for disasters should not be expected it should be based on need. e.g.: One council was evacuated because of the potential for flood and the residents were all given money \$1000 per adult, \$400 per child even though the town was not flooded. It was suggested that this money would have been better spent flood proofing the town.</p> <p>Need to foster more relevant policy in this area that relates to building resilience as well as responding.</p>	<p>Need case studies and to develop a new funding framework that will create better resilience at a community level.</p>
	<p><b>4: Behaviour change difficult with erratic environments</b></p>	<p>Need broader policy that covers all disasters not just flood and fire.</p>	
	<p><b>5: Insurance</b></p>	<p>Requirements – risk and risk ownership need to be explicit.</p> <p>Climate risks such as flood and fire should be part of conveyance documentation requirements.</p>	<p>What do people know, what do they need to know?</p>

Sustainable growth in regional cities (did not use template format)

Assess models for city sustainability internationally, mirror successful sustainable models.

Establish criteria for assessing cities.

Interpret available knowledge into local assessments. Assess local impacts in terms of operating local agricultural industries.

Integrate good models into planning scheme and strategic plans.

Assess resilience in regional cities, including all segments of the community.

Take a macro-economic approach to sustainable growth over the long-term (50-100 years).

Make sure information is accurate and able to be understood, engage with the community in a meaningful way.

Develop models for engagement that result in the community wanting to participate in change.

Harness the benefits of our dependency on external immigration for population growth by attracting immigrants that will make a positive contribution.

## Summary of outputs

Spanning the themes, the following over-arching needs and suggestions emerged:

### Policy suggestions

- Policy support for concentration of activities within multi-functional hubs (city centres) that are well connected (internally, with their hinterlands, and with major cities) by transport options that minimise dependency upon private motor vehicle usage. Direct policy support (such as through planning objectives and regulation) and also program and operational decisions that have implications (such as siting of agency offices).
- 'Risk ownership' and transparency – more explicit matching of potential costs with present choices (e.g. insurance reflecting risk of flood or fire).
- Awareness-raising across governments, professions and the national community of the important role played by regional capitals, the urban home of about 4 million Australians, but almost invisible on the urban policy landscape despite its significance in the national settlement pattern.

### Research gaps and opportunities

- Need for quality, robust data on current activity and behaviour patterns in regional cities, and trends over time. There appears to be a dearth of reliable, consistent and comparable empirical information for non-metropolitan cities.
- Identification of emerging and potential areas of vulnerability – ranging from environmental threats to economic shocks or risks to community self-confidence.
- Quantified value of concentrated multi-functional city centres (including economics of agglomeration) and the direct and indirect costs and implications of dispersal of functions upon environmental, social and economic health and resilience to climate-generated (or other) changes.

### Opportunities for collaboration and exchange

- Potential for localised research alliances, such as local government working with universities to articulate its applied research needs, generating highly relevant research outputs.
- Localised alliances across sectors – multilateral forums or bilateral partnerships.
- Experience-sharing and information exchange among comparable cities in different locations and jurisdictions to cross-pollinate ideas, accelerate diffusion of innovation and avoid duplication of trials (or errors). [The recent creation of the Regional Capitals Australia group provides a potential mechanism for information-sharing between cities and Councils.]
- The potential for regional cities to utilise their legibility and scale to trial models for timely adaptation that enhances resilience and reduces vulnerability, with the potential to provide leadership for larger cities to learn from.

### Segmentation of threats, issues and responses

Despite encouragement and explicit requests, some Theme Teams had difficulty separating climate change adaptation and city centre contribution aspects from the broader exploration of issues. In some cases there was an explicit reluctance to do this, with an argument that segmentation of issues and responses is part of the problem, and that multi-faceted integrated approaches to multiple inter-related issues are effective and desirable. In the course of discussion the analogy of a 'multi-stranded rope' (of resilience) emerged. This is elaborated in the side box.

### The rope of resilience

The Think Tank discussion reflected some reluctance to isolate resilience to Climate Change from resilience to other potential shocks or challenges, arguing that community capacity and resilience equips it to anticipate and respond to a variety of shocks or challenges, whether these take the form of a natural disaster (fire, flood or earthquake), economic shock or consequence of a policy change. The analogy with a multi-stranded rope was used, with the component strands combining to give it strength. There was a consequent hesitance to 'unthread' the Climate Change Adaptation strand of this resilience, arguing that the overlapping capacity to deal with a variety of often unpredictable challenges is the essence of resilience, and that segmentation of component elements compounds a trend away from a holistic, integrated approach. The argument was put that strengthening a community's level of resilience will equip it well deal with a diversity of challenges, whether caused by climate change or other emerging or unexpected challenges.

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# Evaluation

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20 of 40 participants (50%) accepted the invitation to comment on the Think Tank. The scope and relevance of the issues raised, the mix of presenters and participants and the opportunities for participants to contribute to the event were very positively rated (average of 4/5, 4.75/5 and 4.25/5 respectively). There was less enthusiasm for the use of cameos as a tool to enable participants to contribute relevant case study examples and experiences (3.74/5), the extent to which the think tank achieved its stated objectives (3.65/5) and the value of the think tank in discussing climate adaptation issues, policies and research (3.85/5). Suggested improvements included more emphasis on adaptation-specific issues, better representation from state and federal government agencies, and a greater focus on the key issues in small group discussions.

# Appendix 1: Deakin Think tank proposal

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## VCCCAR regional think tank proposal: Resilience through Strong City Centres

Expression of interest, Deakin University School of Architecture and Built Environment

*[Updated December 2012]*

### **Theme:**

The (potential) contribution of the city centres of regional cities to resilient and climate compatible futures. A working title of “Regional Resilience through Strong City Centres” is proposed.

### **Rationale:**

The think tank will focus on an improved understanding of the potential contribution that strong, diversified city centres are capable of making in achieving climate compatible futures, including the economic benefits of agglomeration of multiple functions in a common hub, along with enhanced community resilience to climate or other shocks (such as restrained carbon consumption, natural disaster recovery, liquid fuel supply, demographic shifts).

The think tank will have a specific focus on larger regional cities (or ‘regional capitals’) as a subject that is under-represented in research and policy, resulting in considerable uncertainty about threats or opportunities. There is some evidence emerging that suggests that mid-sized cities provide a legible test bed for exploring innovative models that may have application to metropolitan centres or smaller regional towns.

This will highlight the benefits of supporting and strengthening traditionally strong city centres, not only for sustainability benefits in their own right, but recognising this is a vital prerequisite for achieving many economic and social objectives. The consequential benefits of a strong, resilient centre to a regional capital’s hinterland region (smaller centres and rural areas) also show potential in providing resilience in adapting to shifts in climate and consequent activities, along with a significant comparative advantage in supporting climate compatible regional development.

One of the most effective responses to build resilience to climate change (whether mitigation or adaptation) is through urban structures that reduce dependency on private motor vehicle transport, in particular through encouraging and strengthening multi-functional activity centres that can be readily accessed by a variety of transport including public and active modes. Regional cities have generally inherited and retained a strong central clustering of activities (retail, business, civic, cultural, education, health, faith, etc) combined with a strong sense of local identity. This provides an excellent foundation for a strong central hub of activities, usually including public transport facilities (railway station, bus interchange), although generally weak service levels often result in high car dependency.

However this historic advantage is fragile, with growing pressures to fragment activities into ‘out-of-centre’ locations such as ‘big box’ retail clusters or office parks, with public bodies (local government, educational institutions and government agencies) also tending to relocate away from established centres for narrow internal reasons. This trend is eroding the significant economies of aggregation that are evident (but not widely appreciated) through co-location of diverse functions in and close to the city centre.



The think tank event and subsequent documentation will identify opportunities, impediments and current and potential threats to retaining and building on the strength of city centres, and documenting precedents and innovations that can provide models for action by various contributory parties. Key outcomes will include recommendations for policy refinement (including both a physical design / urban planning perspective and a governance / delivery perspective), and identification of research gaps and opportunities for research that can provide improved understanding and evidence.

The Think Tank may also provide a forum for establishing valuable and productive new connections between stakeholders, such as linking researchers and professional practitioners with local government, business interests and the community sector. The event will recognise and reflect the inherently cross-sectoral and trans-disciplinary nature of urban structure and change, and the need for strong partnerships and respectful relationships to achieve the holistic perspective that can articulate – then maximise achievement of – preferred futures.

**Target participants:** The Think Tank will engage key decision-makers and opinion-leaders from regional communities around Victoria and nationally (drawing on the newly emerging Regional Capitals Australia network). It will aim to attract participation by middle and senior managers from local government and business, community interests, practitioners from a spectrum of professions, educators and researchers. Participation will be by confirmed nominations to ensure a balanced spectrum of relevant interests within the functional capacity of the event format.

**Host:** Deakin University School of Architecture and Built Environment, in association with other Schools and Faculties of the University.

**Partner organisations** (being confirmed): Regional Cities Victoria group; LGPro (professional training for local government officers); Victorian Employers Chamber of Commerce and Industry (VECCI); 'MidiCities for the future' network (Victorian chapter); Municipal Association of Victoria; Local Governance Association of Victoria; Regional Capitals Australia. The event is timed to take place during the Sustainable Living Festival, enabling mutual cross-promotion that is hoped to broaden the spectrum of participants.

**Venue:** Deakin University Melbourne City Centre (550 Bourke Street, Melbourne) to facilitate participation from throughout Victoria and interstate.

**Date:** A one day event (10 am to 4.30 pm) conducted on Wednesday 20 February 2013.]

**Format:** Forum and workshop structure, combining inspirational and informative speakers with interactive participant contributions. Nominating participants will be asked to offer brief contributions on relevant issues or precedents that can be formally incorporated into the Think Tank.

*Refined concept: 11 December 2012*

Associate Professor Rod Duncan

[rod.duncan@deakin.edu.au](mailto:rod.duncan@deakin.edu.au)

0400 093 503

# Appendix 2: Promotional flyer

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# ***REGIONAL RESILIENCE***

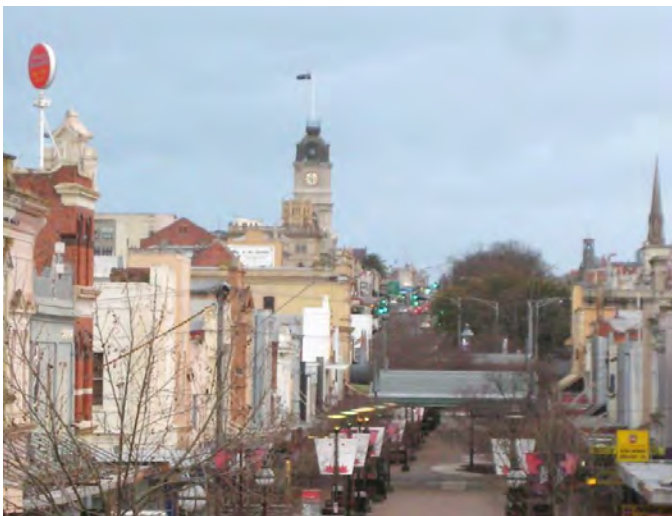
## ***through STRONG CITY CENTRES***

A pioneering 'Think Tank' event exploring the contribution robust regional city centres can make in securing liveability and climate compatible economic development for regional cities and their hinterlands.

**Wednesday 20th February 2013 10.00 am – 4.30 pm**

**Central Melbourne location** (close to Southern Cross station and airport shuttle bus terminal)

**Free attendance for confirmed participants**



This one-day Think Tank workshop will bring together senior practitioners, decision-makers and researchers with the aim of identifying policy gaps, research needs and networking opportunities for supporting and reinforcing the comparative advantages that city centres give regional capitals, and for supporting the contributions they make to resilient futures for these cities and the hinterlands they service.

**PARTICIPATION IS INVITED** from a blend of:

- ***Senior local government managers***
- ***Urban, social and economic practitioners***
- ***Business and property professionals***
- ***Researchers and strategists***
- ***Others interested in regional city futures***

**NOMINATIONS should be registered by 8 February** through Eventbrite.com.au at

<http://resilientregionalcities.eventbrite.com.au>

**Also forward a brief profile** of your role and potential contribution to [rod.duncan@deakin.edu.au](mailto:rod.duncan@deakin.edu.au)

Numbers are limited, and attendance will be confirmed early in February 2013.





### OBJECTIVES for the Think Tank.

Outputs that will be sought from the event include:

- Policy suggestions and recommendations
- Research gaps and opportunities
- Sharing experiences, building ongoing linkages

Participants will be encouraged to be active contributors to the workshop event, and are invited to submit brief cameo case studies that outline issues or share recent experiences, pilot projects or innovations.

This Think Tank workshop is funded through the **Victorian Centre for Climate Change Adaptation Research (VCCCAR)**. It is being convened by **Deakin University School of Architecture and Built Environment** in conjunction with an alliance of local government, professional, industry and academic bodies, and is a scheduled activity as part of Victoria's **Sustainable Living Festival 2013**.

Australia's mid-sized cities and 'regional capitals' face some distinctive issues in adapting to the consequences of changing climate and other emerging environmental, economic and demographic challenges.

But change also brings new opportunities. Identifying these prospects (and strategies to secure them) requires sound research, informed policies and can be accelerated through sharing ideas and experiences gained with innovative models and pilot projects.

There is increasing evidence that a strong, diversified city centre supports a healthy economy, improved urban sustainability and a more resilient community. Regional cities have largely retained vigorous and accessible multi-functional activity cores that are becoming the envy of metropolitan communities.

This event will explore how best to secure and build on these advantages, embedding resilience to incremental changes and impending challenges.



**BioRegional**  
solutions for sustainability

**vcccar**  
victorian centre for climate change adaptation research

VCCCAR participating institutions:



**Good City**  
strategy advice delivery

**MidiCities**  
for the future



**EDA**  
ECONOMIC DEVELOPMENT AUSTRALIA

**Regional Capitals**  
Australia

# Appendix 3: Nominee form and cameo outline form

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# ***REGIONAL RESILIENCE through STRONG CITY CENTRES***

**VCCCAR Think Tank workshop  
Wednesday 20 February 2013**

**Nominees please complete and return this information as soon as possible.**

**PARTICIPANT PROFILE:**

Your name (to appear on tag tag): \_\_\_\_\_

Position / organisation / relevant interest: \_\_\_\_\_

\_\_\_\_\_

**YOUR 'CAMEO' – An EXAMPLE or ISSUE to share**

Participants are encouraged to be active contributors to this workshop event, and are invited to submit a brief cameo case study that outlines an issue or shares a recent experience, pilot project or innovation. Some examples will be selected for brief (2 minute) presentations during the program. **Please select one specific case study** - a success or a disappointment - from your city or elsewhere that you can contribute to the workshop to assist in identifying options, opportunities or issues that need to be addressed in formulating outputs for the Think Tank (see **Objectives** below):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Alternatively, you may nominate **an issue or challenge** you would like the Think Tank to address:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

To help to quickly share this example at the workshop you may bring along up to 3 images (such as photos, a location map or process diagram) ready for PowerPoint projection.

Please complete and **RETURN this sheet by FRIDAY 8 FEBRUARY** to: [rod.duncan@deakin.edu.au](mailto:rod.duncan@deakin.edu.au)

*[continued ...*



## PREPARATION by participants

The Think Tank takes the format of an interactive workshop, with participants actively contributing. Please review and consider the nominated objectives for the event, and think about suggestions and refinements you may raise for discussion:

### *Objectives for the Think Tank.*

*Outputs that will be sought from the event include:*

- *Policy suggestions and recommendations*
- *Research gaps and opportunities*
- *Opportunities for sharing experiences, building ongoing linkages, etc.*

## VENUE

The workshop will be conducted at the Deakin University Melbourne City Centre, **Level 3, 550 Bourke Street, Melbourne** (just west of William Street).

This facility is two city blocks along Bourke Street from Southern Cross railway station and terminus of the Sky Bus airport shuttle. Tram Routes 86 and 96 (Bourke Street) and Route 55 (William Street). *[NOTE that you must **select Level 3** in the lobby **BEFORE entering lift** to be allocated a lift car.]*

## TIMING

**The workshop will commence at 10.00 am sharp.**

Registration and refreshments will be available from **9.40 am**.

The program is scheduled to conclude at **4.30 pm**.

## CATERING

**Lunch and tea breaks are included**, supplied by the leader caterer Peter Rowlands.

A variety of vegetarian options will be included in selections. If you have additional dietary requirements, please provide details well in advance to enable these to be addressed.

## BACKGROUND INFORMATION

Participants will be circulated with background information and a program outline prior to the event.

*For queries and additional information, contact the Think Tank convenor:*

**ROD DUNCAN**

Associate Professor of Urban Planning

**School of Architecture & Built Environment**

**Deakin University**

Mobile: 0400 093 503

Email: [rod.duncan@deakin.edu.au](mailto:rod.duncan@deakin.edu.au)





# Appendix 4: Background info pack including program

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## **REGIONAL RESILIENCE** *through* **STRONG CITY CENTRES**



**VCCCAR Think Tank**  
**Wednesday 20 Feb. 2013**

### **VENUE**

The Think Tank will be conducted at the **Deakin University Melbourne City Centre**, located at **Level 3, 550 Bourke Street, Melbourne** (just west of William Street).

This facility is two city blocks along Bourke Street from Southern Cross railway station and terminus of the Sky Bus airport shuttle. Tram Routes 86 and 96 (Bourke Street) and Route 55 (William Street). *[NOTE that you must **select Level 3** in the lobby **BEFORE entering lift** to be allocated a lift car.]*

### **TIMING**

Registration from **9.30 am**. Tea & coffee available.

Proceedings will **commence at 10.00 am sharp**.

The program is scheduled to conclude at **4.30 pm**.

Drinks and light nibbles will be available following the event until 5.15 pm.

### **CATERING**

**Lunch and tea break refreshments are included**, supplied by the leader caterer Peter Rowlands. A variety of vegetarian options will be included in selections.

This Think Tank workshop is funded through the **Victorian Centre for Climate Change Adaptation Research (VCCCAR)**. It is being convened by **Deakin University School of Architecture and Built Environment** in conjunction with an alliance of local government, professional, industry and academic bodies. It is also a scheduled activity of *Victoria's Sustainable Living Festival 2013*.

*For queries and additional information, contact the Think Tank convenor:*

#### **ROD DUNCAN**

Associate Professor of Urban Planning

**School of Architecture & Built Environment**

**Deakin University**

Mobile: 0400 093 503

Email: [rod.duncan@deakin.edu.au](mailto:rod.duncan@deakin.edu.au) or [goodcityplanning@gmail.com](mailto:goodcityplanning@gmail.com)

VENUE contacts: **Deakin University Melbourne City Centre: (03) 9918 9000** [mcc@deakinprime.com](mailto:mcc@deakinprime.com)

## BACKGROUND INFORMATION

### CONTEXT

Australia's mid-sized cities and 'regional capitals' face some distinctive issues in adapting to the direct and indirect consequences of changing climate and other emerging environmental, economic and demographic challenges.

But change also brings new opportunities. Identifying these prospects (and strategies to secure them) requires sound research, informed policies and could be accelerated through sharing ideas and experiences gained through innovative models and pilot projects.

#### *Building on comparative advantage*

There is increasing evidence that a strong, multi-functional city centre supports a diversified economy, improved urban sustainability and a more resilient community. Regional cities have usually retained vigorous and accessible city centres that cluster multiple core functions (commercial, civic and cultural, religious, health, education, etc) in close proximity.

These strong centres provide comparative advantages that are becoming better recognised, and can be the envy of metropolitan communities. However this advantage is fragile, threatened by retail and administration formats that utilise peripheral or greenfield sites that are highly car-dependent.

This event will explore how best to understand, defend and enhance these advantages, embedding resilience to incremental changes and impending challenges – particularly strategies for anticipating and adapting to challenges and new opportunities arising through climate change.

### PURPOSE and SCOPE

This Think Tank is focussed on exploring how regional cities can anticipate or respond to threats, challenges and opportunities that may arise as the direct or indirect result of climate change, looking specifically at how the attributes and potential of strong city centres can strengthen economic, environmental and social resilience.

Resilience to climate change impacts is also likely to correspond to resilience to inter-related and parallel forces that are accelerating the pace and unpredictability of change in cities and their hinterlands.

The Think Tank will focus specifically on the following components:

**Regional cities:** urban areas beyond the metropolitan capitals – the 'regional capitals' that perform as a service hub for their citizens and surrounding hinterland. This event is **not** about Regions, not about 'rural Australia' and not about smaller townships – these are all important, but not the focus of the task being addressed, except in their relevance to the city centres of regional cities. These cities represent home to about 4 million Australians, but are frequently overlooked by policy-makers, researchers and many professionals through the simplistic characterisation of the nation as either metropolitan or rural.

**Resilience:** the capacity and flexibility to absorb change, including unexpected shocks, through a capacity to adapt to challenges and changes. Enhanced resilience includes moving from reactive

toward proactive and timely anticipation and adaptability – minimising trauma of change, and being vigilant and ready to quickly identify and seize emerging opportunities.

**City Centres:** The context of this Think Tank will raise a large spectrum of issues and challenges. To maximise the usefulness of the outputs, the aim is to focus on the question of how strong city centres can enhance resilience (particularly to climate change impacts) and provide informed advice on potential policy enhancements to support this quest, identify research needs and opportunities, and suggest ways that information, experience and skills about strengthening city centres can be shared more effectively and quickly.

## OBJECTIVE and OUTPUTS

The Think Tank will utilise an interactive format to identify and refine ideas, suggestions and recommended actions through VCCCAR.

Specific outputs that will be sought from the event include:

- **Policy** suggestions and recommendations
- **Research** gaps and opportunities
- Opportunities for better **sharing** experiences, and building durable **linkages** among sectors and between cities and jurisdictions

## FORMAT

Participants will be encouraged to be active contributors to the workshop, and will be invited to present brief cameo case studies that outline issues or share recent experiences, pilot projects or innovations. These will be incorporated into discussions in an impromptu manner, often linked to similar or contrasting issues from other cities.

Relevant key issues will be grouped as themes – initially utilising some ‘interim’ themes suggested by the facilitation team. Issues, challenges and opportunities will be grouped around a refined set of agreed themes, with emphasis on those relevant to Climate Change impacts or consequences.

Participants will then focus in self-selecting groups on identifying how strong city centres can support resilience (economic, environmental and social resilience) in responding to these issues, specifically identifying Policy, Research and Linkage opportunities in preparing outputs of the Think Tank as listed above.

These outputs will form the basis of a report on the Think Tank, which will be published, communicated and promoted by VCCCAR.



VCCCAR Think Tank

Weds 20 Feb 2013

Melbourne

# Regional Resilience through Strong City Centres

**Venue:** Deakin University Melbourne City Centre Level 3, 550 Bourke Street, Melbourne  
 Registration and coffee from 9.30 am **Start 10.00 am sharp** Concluding 4.30 pm (socialise until 5.15 pm)  
**Lunch, morning and afternoon tea** are fully catered, with continuous tea and coffee available.

## Program outline

Session One 10.00 – 11.20	<b>Welcome</b> <b>Introduction: Context &amp; Scope</b> <i>Challenges facing cities globally</i> <ul style="list-style-type: none"> <li>Implications for regional cities</li> </ul> <i>Contribution &amp; roles of city centres</i> <ul style="list-style-type: none"> <li>Cameo case studies*</li> <li><b>Identify – Threats; Opportunities/potential</b></li> </ul>	Prof John Martin (VCCCAR Implementation Committee) Moderator: Assoc. Prof. Rod Duncan Ben Gill - BioRegional International Project Manager Open discussion Rod Duncan - Deakin University / Good City Group task
11.20 – 11.40	Morning tea	
Session Two 11.40 – 1.00	<b>Challenges, Issues &amp; Opportunities</b> <ul style="list-style-type: none"> <li><b>Interim Themes</b> – ‘the view from Bourke St’</li> <li><b>Identify Threats &amp; Opps</b> from Climate Change</li> <li>Cameo case studies*</li> <li><b>Exploring issues by themes</b> (2 sessions each)</li> </ul>	<b>“Clarifying the Questions”</b> Open discussion Interim Theme tables (6)
1.00 – 1.30	LUNCH	
Session Three 1.30 – 2.50	<b>Key issues, gaps &amp; priorities</b> <ul style="list-style-type: none"> <li><b>Plenary discussion of groups sessions</b></li> <li><b>Contribution &amp; potential of city centres</b></li> <li><b>Refine grouping of issues on agreed Themes</b></li> <li><b>Policy, Research, Exchange opportunities</b></li> </ul>	<b>“Filling the Think Tank”</b> Open discussion Self-selecting ‘Theme Teams’ Theme teams
2.50 – 3.10	Afternoon tea	
Session Four 3.10 – 4.30	<b>Refining the messages</b> <ul style="list-style-type: none"> <li><b>Template recording of recommended actions</b></li> <li><b>Collating and confirmation of advice</b></li> <li><b>Overview wrap and communiqué</b></li> </ul> <b>Where to from here? Evaluation feedback.</b>	<b>“Polishing the Outputs”</b> Self-selecting Theme teams Open discussion
4.30 – 5.15	Refreshments & informal discussion	

\*Participant cameos of examples illustrating experiences and issues will be utilised throughout the day.

# Appendix 5: Contributors and participants list

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**REGIONAL RESILIENCE**  
*through STRONG CITY CENTRES*  
**VCCCAR Think Tank workshop**  
**Wednesday 20 February 2013**



**Think Tank Contributors and Participants**

**Local Govt - elected**

Cr Fiona White-Hartig	Shire President	Shire of Roebourne (Karratha, WA)
Cr Rod Kendall	Mayor	City of Wagga Wagga (NSW)
Cr Gordon Bradbery*	Lord Mayor	City of Wollongong (NSW)
Cr Albert Van Zetten*	Mayor	City of Launceston (Tas)
Cr Ross Slater		City of Bunbury (WA)
Cr Sandy Kam*		Latrobe City Council (Vic)

**Local Govt - officers**

Phil Pinyon	General Manager	City of Wagga Wagga (NSW)
Robert Dobrzynski	General Manager	City of Launceston (Tas)
Gavin Cator	CEO	City of Greater Shepparton (Vic)
Chris Adams*	CEO	Shire of Roebourne (WA)
Patience Harrington*	CEO	City of Wodonga (Vic)
Chris Manning	Coordr Strategic Sustainability Programs	City of Townsville (Qld)
Jackie Kruger	Director, Planning and Community Services	Tamworth Regional Council (NSW)
George Wilkie	Executive Manager City Design	City of Hobart (Tas)
Steve Bentley	Manager Events, Central Geelong & Waterfront	City of Greater Geelong (Vic) also Chair, MainStreet Australia
Robyn Major	Manager, Sustainable Env'mt	City of Greater Bendigo (Vic)
Alison Creighton	Environment Manager	Bass Coast Shire (Vic)
Faye Adams		Manningham City Council

**Academic / Research**

Prof Bruce Wilson	Director, EU Centre. Co-Director, PASCAL International Observatory	RMIT University
Prof John Martin	(VCCCAR Implementation Committee)	LaTrobe Uni - Bendigo
Assoc Prof Trevor Budge	Urban, Regional & Rural Planning	LaTrobe Uni - Bendigo
Prof Patrice Braun	Collaborative Research Network	University of Ballarat
Assoc Prof Heather Zeppel	Research Fellow	Uni of Southern Queensland
Dr Maureen Rogers	Research Officer. Faculty of Health Sciences	LaTrobe Uni - Bendigo



Dr Matthew Carroll*	Senior Research Fellow. Coordinator, Ageing & Lifecourse Research Group	Monash University, Gippsland Office of the PVC & School of Rural Health
Evan Willis	former Professor of Sociology and Associate Dean Regions	La Trobe University
Celeste Young	Stakeholder & Engag'mt Coord	VCCCAR
Prof John Zillman	Chair	VCCCAR Board
Dr Margaret Ayre*	Research Fellow Rural Innovation Research Group	University of Melbourne

**Practitioner / professional**

Tony McBurney	IDG Architects	Bathurst, NSW
Stephen Smith	DeickeRichards	Brisbane
Milos Pelikan	Spatial Vision	Melbourne
Robert Pringle		Waterloo, Ontario, Canada
Sue Neale	Transport, Landscape Architecture	Melbourne
Matthew Gould	Executive Officer	Economic Development Australia (national industry association for E.D. practitioners)

**State Government agencies**

Andrew Manning		DPCD (Vic) - Wangaratta
Vinnie Maharaj		Regional Development Victoria
Holly Foster		Fire Services Commissioner (Vic)
John Houlihan	Manager, Research & Information Environment Policy	Dept of Sustainability and Environment, Victoria
Jordan Gregory	(observer trainee)	DSE (Vic)

**Commonwealth Govt** (apologies)

<i>Dorte Ekelund</i>	<i>Director, Major Cities Unit</i>	<i>Dept Infrastructure &amp; Transport</i>
<i>Jenny Callen</i>	<i>Regional Policy Section Strategic Policy and Ministerial Services Branch</i>	<i>Department of Regional Australia, Local Government, Arts and Sport</i>

**Presenters / facilitators**

Ben Gill	International Project Manager	BioRegional (UK / Europe based)
Ed Cotter		BioRegional (Melbourne-based)
Assoc Prof Rod Duncan	Assoc Prof of Urban Planning	Deakin Uni / Good City consultancy

\* Contributors to the preparatory phase who were unable to participate in the Think Tank event.

# Appendix 6: Introduction and program powerpoint

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# REGIONAL RESILIENCE through STRONG CITY CENTRES

VCCCAR Think Tank  
Weds 20 February 2013



CRICOS Provider Code: 00113B

## REGIONAL RESILIENCE through STRONG CITY CENTRES

### Welcome:

Prof John Martin – VCCCAR Implementation Committee

Prof John Zillman AO FAA FTSE – Chair, VCCCAR Board



CRICOS Provider Code: 00113B

## REGIONAL RESILIENCE through STRONG CITY CENTRES

### Introduction:

#### Context and Scope

Rod Duncan – Associate Professor of Urban Planning, Deakin Uni.



CRICOS Provider Code: 00113B

## REGIONAL RESILIENCE through STRONG CITY CENTRES

### PURPOSE:

To identify **policy gaps**, **research needs** and **networking opportunities** for supporting and reinforcing the **comparative advantages** that city centres give regional capitals, and for supporting the contributions they make to **resilient futures** for these cities and the hinterlands they service.



CRICOS Provider Code: 00113B

## REGIONAL RESILIENCE through STRONG CITY CENTRES

### OUTPUTS from today:

- **Policy suggestions** and recommendations
- **Research gaps** and opportunities
- Potential for **sharing experiences**, building ongoing linkages and exchange of information

by 4.30 THIS AFTERNOON... then we can share a drink & nibble



CRICOS Provider Code: 00113B

## REGIONAL RESILIENCE through STRONG CITY CENTRES

### FORMAT:

Interactive process – Think Tank (*the knowledge is in the room*).

- **Context & Scope** – clarifying the topic & tasks
  - **Challenges, Issues & Opportunities** – around interim themes /clusters
  - **Key issues, gaps & Priorities** – refined Themes + actions ( thru 'screens' )
  - **Refining Messages** – using template format for outputs. + Big message.
- 'Cameo' examples throughout the day.



CRICOS Provider Code: 00113B



## REGIONAL RESILIENCE through **STRONG CITY CENTRES**

### 4. *Strong City Centres* [Screen two]

- their role and potential in building & reinforcing resilience



CRICOS Provider Code: 00113B

## REGIONAL RESILIENCE through **STRONG CITY CENTRES**

### Australia's regional cities:

*Threats, Opportunities / potential  
through climate changes and parallel challenges*

Open discussion  
- with cameo examples



CRICOS Provider Code: 00113B

## REGIONAL RESILIENCE through **STRONG CITY CENTRES**

### Session two:

Challenges, Issues & Opportunities



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## REGIONAL RESILIENCE through **STRONG CITY CENTRES**

### 1. 'Regional cities'

- Cities beyond the metropolitan – service hubs / 'regional capitals'. Urban areas with distinctive urban issues & potential.
- NOT 'regions', rural, townships, metro fringes (*important but not today's focus*)
- Under-recognised, under-represented, poor levels of information and research. Home to 4 million urban Australians.



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### 2. 'Resilience'

- The converse of **Vulnerability**. Physical / infra, Social capital, Sustainable
- Capacity to flexibly adapt to challenges and change – **economic** diversification, **environmental** sustainability, **social** cohesion & identity
- *"Everything connects to everything"* - Inter-dependency of complex urban and social organism. A multi-stranded rope of many colours.
- Resilience to **climate change impacts** – *focus for today*.



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### 3. *Climate Change Impacts* [Screen one]

- Direct and indirect.
- 'Mitigation' & 'Adaptation' – not a clear separation
- Largely unknown – Potentially complex impacts at local level may not be anticipated. [The tale of Motueka's boysenberries.]
- Parallel challenges that also require resilience



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## REGIONAL RESILIENCE through STRONG CITY CENTRES

Interim themes 'A view from Bourke Street'

### A: Building / keeping a strong heart

Centre v Edge ('Heart of the city') (Quality of spaces - design role - 'face' of the city)  
[Bathurst / Launceston tales of 2 cities]  
[Geelong – swamping the centre: Steve Bentley]  
Building / retaining diversity of functions  
Incorporating retail/office trends without centre being eroded (e.g. hybrids within – eggs?)  
Making space for growth [Tamworth – Jackie Kruger]  
Transforming the centre [Shepparton, Wodonga – Gavin Cator]



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## REGIONAL RESILIENCE through STRONG CITY CENTRES

Interim themes 'A view from Bourke Street'

### B: Disaster Resilience

Physical / infrastructure safeguards [After Yasi – Chris Manning, Townsville]  
Community capacity / social capital  
Diversified economy – other sectors can take weight  
Risk assessment (to organisation / to whole city) [Robyn Major, Bendigo]  
[Warrnambool as illustration of vulnerability to technology dependence]  
The role that older people can play in community resilience [Matthew Carroll, Monash]  
or communicating with youth [Celeste Young]



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## REGIONAL RESILIENCE through STRONG CITY CENTRES

Interim themes 'A view from Bourke Street'

### C: Transport / connections

– city with metro, city with hinterland, intra-city PT / active modes  
Good links to metro – in and out [Robert Pringle: North Bay-Ontario; Trevor B: B'go-Melb]  
{but service quality vulnerability to extreme weather – track speed limits on hot days}  
Mode shift through oil price / vulnerability + low carbon future  
Behaviour change – limited by urban structure, feasible retro-fitting  
Reverse commuting / dual use of network for intra / inter-region journeys.



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## REGIONAL RESILIENCE through STRONG CITY CENTRES

Interim themes 'A view from Bourke Street'

### D: Growth / Decline / Stability

Perpetual growth v Graceful stability (or contraction)  
Change (due to climate change) without population growth  
A future without economic growth?  
Change with strong growth – potential growth stress  
Metro decanting? Seachange/treeshift? – imposed policies or powerful trends  
Reaching critical mass as a service centre [Karratha? – Fiona White-Hartig]  
Empty shops [Evan Willis]



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## REGIONAL RESILIENCE through STRONG CITY CENTRES

Interim themes 'A view from Bourke Street'

### E: Self-containment v Linkages to other urban

Brain train [Wollongong] / FIFO [Karratha] – same issue, different scale?  
Road IN is also the Road OUT?  
Keeping the young  
{'Leave' / 'Never leave' – or aim for 'Leave, learn & return'}



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## REGIONAL RESILIENCE through STRONG CITY CENTRES

Interim themes 'A view from Bourke Street'

### F: Coordinated implementation of accelerated change (esp. city centres)

#### Delivery / Coordination / Governance

Are conventional structures / segmentation inhibiting delivery, effectiveness, quality, timeliness?  
From 'community vision' to delivery on the ground (across sectors & agencies)  
Designing-in quality change – the role of professionals [George, Stephen, Tony]  
Innovative models – strategic 'place management'; place-based organisational structures; etc.



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6 **Interim Theme** tables – ‘clarifying the questions’

Choose **two** themes - work on one first  
15-20 minutes to:

- build up a list of issues grouped in this cluster
- List threats / challenges posed by cl. chges & other stresses
- Potential opportunities to build resilience

Scribe to butcher sheets for report after lunch

Re-group and repeat for second theme of choice



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## REGIONAL RESILIENCE through **STRONG CITY CENTRES**

**Session three:**

Key issues, gaps & priorities

‘Filling the Think Tank’



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## REGIONAL RESILIENCE through **STRONG CITY CENTRES**

Plenary discussion

Short reports from Interim Theme groups (X 2)

Debate & refine key issues into revised Themes for detailed focus  
– number and range of issues?  
– alter from Interim clustering?  
– how many final themes – what are they?



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## REGIONAL RESILIENCE through **STRONG CITY CENTRES**

Establish Focus Groups for each refined theme / cluster

Identify & prioritise component issues within each focus area.  
Apply two ‘screens’:

- Climate Change impacts & implications
- Potential for strong city centre to enhance resilience

Using **TEMPLATE format** -

for each issue: suggestions / recs for Policy, Research, Sharing, other  
[Afternoon tea break 2.50 – 3.10 Finish task at 3.30]



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## REGIONAL RESILIENCE through **STRONG CITY CENTRES**

**Session four:**

Refining messages

‘Polishing the outputs’



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## REGIONAL RESILIENCE through **STRONG CITY CENTRES**

Theme Teams report on each theme / cluster

- Peer review / critique / refine for each theme in turn
- Seek consensus view on ‘advice’ of the Think Tank

Consider providing an overarching ‘communique’ message

[ Target for completion of task by 4.15]



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*through* **STRONG CITY CENTRES**

Where to from here?

- Report of Think Tank submitted to VCCCAR
- VCCCAR publishes report - shares recs & suggested actions
- Possible future regional roadshow sharing messages.

Evaluation of Think Tank

<https://www.vcccar.com.au/Regional-Resilience-Think-Tank>



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**REGIONAL RESILIENCE**  
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Thanks for your participation



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# Appendix 7: Presentation by Ben Gill

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### Resilience - One Planet Community examples



Benjamin Gill



BioRegional

### Presentation outline

- Introduction to One Planet Communities
- Example projects
- Resilience



BioRegional

### BioRegional Development Group

- Ethos of bringing local sustainability in the mainstream
- Work with partners to implement real-life, commercially viable solutions for sustainable living
- Demonstrating that it is possible to reduce our environmental impact in areas such as:
  - Wood products
  - Paper
  - Textiles
  - Food
  - Transport
  - Housing



BioRegional

### Vision for One Planet Living



Making it is easy, attractive and affordable

for people to lead happy and healthy lives

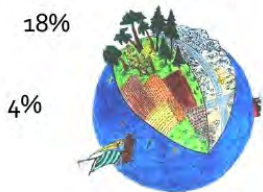
within a fair share of the Earth's resources.

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### Our Ecological budget

13.4 billion hectares

7 billion people



2 global hectares per person

BioRegional

### Ecological Footprint - Lifestyles

If everyone on earth had Australian patterns of consumption, we would need planets to support us.



If everyone had American lifestyles we would need 5 planets.

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### BedZED – making it easy to reduce footprint



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### City Car Club and Electric Vehicles



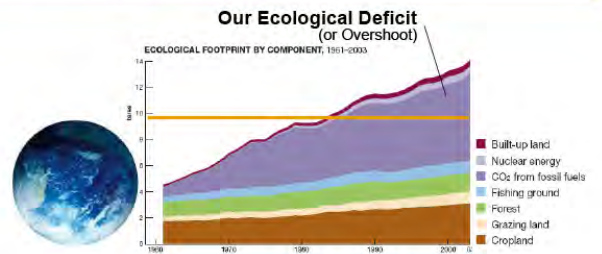
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### Easy Recycling



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### Our Ecological Deficit



Globally, our Ecological Footprint is **50%** larger than what the planet can regenerate... and climbing steadily.

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### Ecological Impacts and Measurement

Average Australian has an ecological footprint of approx. 4 planets



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### Footprints of different countries

Global target -	1.7 hectares per person
Mozambique -	0.6
China -	1.6
South Africa -	2.3
UK -	5.6
Australia -	7.0
USA -	9.6

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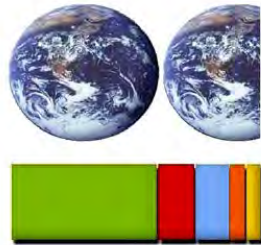


### Local Food



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### Audit of BedZED



3 bedroom maisonette

Floor area 103m <sup>2</sup>	Energy consumption KWh/year		Metered bills £/year		Total bill £/year
	Space heating	Hot water	Space heating	Hot water	
UK average	14,420	5,139	£236.49	£84.28	£322.07
New build (predicted)	6,077	3,900	£ 99.66	£63.96	£163.62
ZED standard (monitored)	1,669	2,190	£41.73	£54.75	£ 96.48
ZED standard bill saving compared with: UK average					£225.59

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### Resilience – resistance to shocks

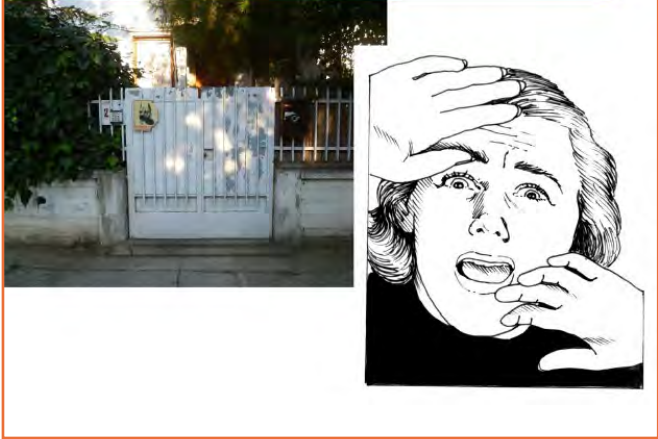
- Socio - economic
- Weather
- Climate
- Sea level

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### London Riots - 2011



### Reinforcement...



### ... or fear of crime



Let it snow, let it snow...

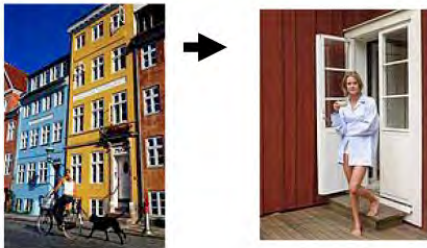


Sprawling high carbon suburbs



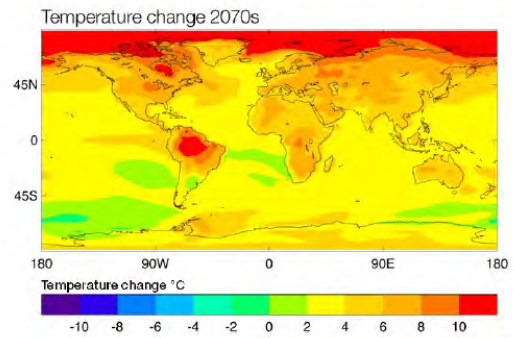
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Walkable low carbon communities



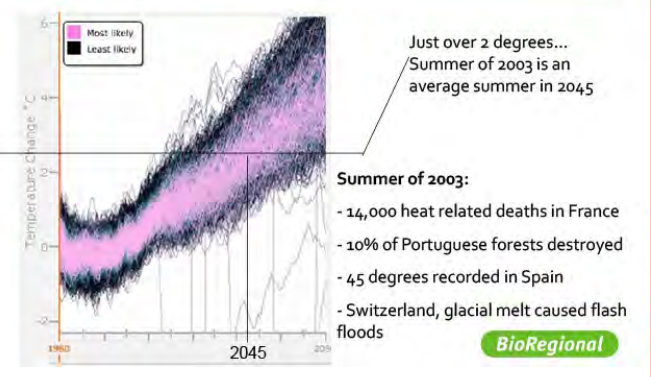
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Temperature change – what's in store?



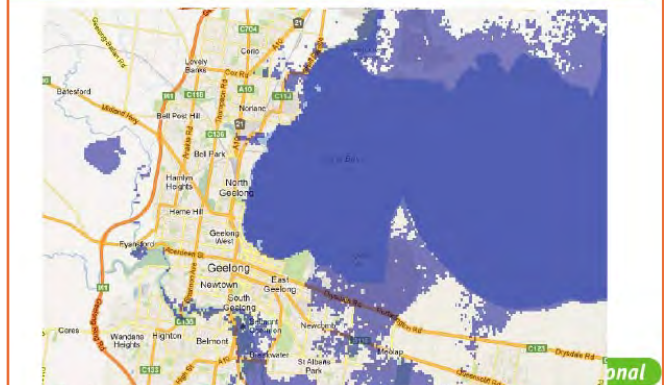
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What does 2 degrees means?



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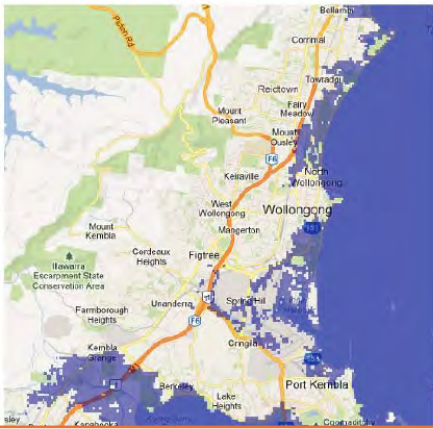
Sea level rise



onal



### Sea level rise



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### BedZED - The real resilience

Sense of community

- Safety
- Sales/rental rates
- No graffiti

Mobility

- Live without a car
- Save £6k/year

Health

- Mental
- Physical



But:

- It gets hot!
- It was expensive...

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### One Planet Principles

- Health and happiness
- Equity and local economy
- Culture and community
- Land use and wildlife
- Sustainable water
- Local and sustainable food
- Sustainable materials
- Sustainable transport
- Zero waste
- Zero carbon

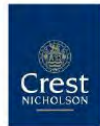


ONE PLANET COMMUNITIES

### One Planet – around the world



### One Brighton



- Completed 2009/10
- Out-sold benchmarks by 50%



### .... And its socially resilient



## Sonoma Mountain Village, California

Developer, Coddling Enterprises  
Approximately 2000 homes



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## Business engagement



## One Planet Regions



## Working with everyone!

### GREENING BUSINESSES IN HACKBRIDGE

- 195 businesses engaged with and 45 worked with intensively over 2 years

### ONE PLANET FOOD

- £1 million partnership project working towards One Planet diet
- Result will be sustainable social enterprise selling local, fresh, unsprayed fruit and vegetables to the community



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## A new wonder drug??



... its walking!

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## Creating unique places to live work and play



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# Appendix 8: Presentation by Rod Duncan, Regional Cities

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## REGIONAL RESILIENCE through **STRONG CITY CENTRES**

### Contribution & roles of city centres

Rod Duncan

- Associate Professor of Urban Planning / Principal, Good City



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Contribution & roles of city centres



### Contribution & roles of city centres



- Widely accepted that strong multi-functional activity centres contribute toward enhanced sustainability.
- 'Economics of agglomeration' effect of clustering a broad mix of functions in proximity (not just 'the shops').
- Sustainability benefits – reducing journeys between activities; viability of concentrated PT and Active routes.
- Strong physical and emotional distinctiveness – sense of identity & inclusion; external image (-> tourism -> inward investment and migration).



### Regional city centres



- Highly legible urban structures – can see impacts.
- Scale: big enough to deliver; small enough to achieve common vision & consistency.
- Nimbleness – capacity with flexibility.
- Strong informal networks.
- Sense of common destiny – most players are also citizens.





**But ...**

are we equipped to delivering change well in a rapidly changing environment?



**This was NOT a mistake!**

Segmented delivery and responsibilities can easily result in fragmented decisions that are not consistent with the common vision for a preferred future.


'Clearly defined responsibility' can be a threat to achieving a quality, timely & efficient outcome.

Governance and management structures are not well equipped to deliver integrated outcomes in an environment of rapid change.



CONVENTIONAL SEGMENTATION into SPECIALIST FIELDS

Good City  
strategy advice delivery



TRANSFORMING from **Vulnerability** to **Resilience**

Good City  
strategy advice delivery

Substantial transformation of our cities required

- to future-proof against likely trends and shocks
- to reduce dependency on private car use
- to ensure universal participation in society & economy

What sort of changes are needed?

- **Prosperous** - resilient / diversified economic base
- **Sustainable** - reduced impacts on planet
- **Inclusive** - full participation, local identity, distinctiveness

*To achieve any one of these requires the other two.*

Good City  
strategy advice delivery

**Sustainable future for cities**

- A strong heart – multi-functional activity hub.
- A mix of uses and functions – centre of activity – employment, administration, entertainment, culture, retail, services, education, worship, health, ...
- Activity and Identity – complementary activities – vibrancy that attracts new investors, employment, population, skills (in a competitive environment)
- Accessible and Connected – multiple transport options without dependency on private motor vehicles – internal links & external connections.

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strategy advice delivery

**A STRONG HEART for a HEALTHY FUTURE**

- A key part of a sustainable future
- Strong multi-functional activity centres
  - civic, retail, entertainment, commerce, living, education, worship, culture, health, administration, events, recreation, identity
- Readily accessed by sustainable modes of transport
  - reducing dependency on private vehicles and requires less journeys



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SEGMENTATION  
can become  
FRAGMENTATION

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Good City  
strategy advice delivery

Good City  
strategy advice delivery

SUPPLEMENTARY MECHANISM integrating  
segments for a SPECIFIC PLACE

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### ACHIEVING CHANGE

Needs a durable shared vision of a 'preferred' future

- can outlive political & economic cycles
- requires honest engagement & buy-in of all affected
- founded on shared principles & clear objectives
- 'joined-up' outcomes ... with joined-up delivery

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### ACHIEVING CHANGE

Place-based focus

- Clearly defined area of focus
- Strong networks and linkages with all players
- Loyalty to the Place, not sector, agency, profession
- Governance structures to reflect vested interests
- Harness mutual self-interests
- Common destiny shared by local competitors

# Appendix 9: Outputs reporting template

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## OUTPUTS reporting TEMPLATE

**THEME:** \_\_\_\_\_

**Component issue 1** (top priority): \_\_\_\_\_

Opportunities for:

- **Policy** suggestions and recommendations (to who?)
- **Research** gaps and opportunities
- Potential for **sharing** experiences, building ongoing linkages and exchange of information
- Other actions that emerged as having potential (by who?)

**Component issue 2:** \_\_\_\_\_

Opportunities for:

- **Policy** suggestions and recommendations (to who?)
- **Research** gaps and opportunities
- Potential for **sharing** experiences, building ongoing linkages and exchange of information
- Other actions that emerged as having potential (by who?)

**Component issue 3:** \_\_\_\_\_

Opportunities for:

- **Policy** suggestions and recommendations (to who?)
- **Research** gaps and opportunities
- Potential for **sharing** experiences, building ongoing linkages and exchange of information
- Other actions that emerged as having potential (by who?)

**Component issue 4:** \_\_\_\_\_

Opportunities for:

- **Policy** suggestions and recommendations (to who?)
  
- **Research** gaps and opportunities
  
- Potential for **sharing** experiences, building ongoing linkages and exchange of information
  
- Other actions that emerged as having potential (by who?)

**Component issue 5:** \_\_\_\_\_

Opportunities for:

- **Policy** suggestions and recommendations (to who?)
  
- **Research** gaps and opportunities
  
- Potential for **sharing** experiences, building ongoing linkages and exchange of information
  
- Other actions that emerged as having potential (by who?)

**Component issue 6:** \_\_\_\_\_

Opportunities for:

- **Policy** suggestions and recommendations (to who?)
  
- **Research** gaps and opportunities
  
- Potential for **sharing** experiences, building ongoing linkages and exchange of information
  
- Other actions that emerged as having potential (by who?)

# Appendix 10: Theme team composition

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## 'Theme Teams' for session 4

Self-selecting groups for each of the five Themes identified for intensive attention and reporting on recommended actions.

### **A: Enlivening the Regional City**

Cr Ross Slater  
Gavin Cator  
Steve Bentley  
Prof John Martin  
Tony McBurney  
Sue Neale

### **B: Disaster Resilience**

Phil Pinyon  
Robyn Major  
Assoc Prof Heather Zeppel  
Celeste Young  
Milos Pelikan  
Matthew Gould  
Holly Foster

### **C: Transport and Connectivity**

Cr Fiona White-Hartig  
Jackie Kruger  
Cr Rod Kendall  
Alison Creighton  
Stephen Smith  
Ed Cotter

### **D: Sustainable Growth in Regional Cities**

Chris Manning  
George Wilkie  
Evan Willis  
Robert Pringle  
John Houlihan  
Jordan Gregory  
Ben Gill

### **E. Governing for Climate Change in Regional Cities**

Prof Bruce Wilson  
Assoc Prof Trevor Budge  
Prof Patrice Braun  
Andrew Manning



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