

How prepared are our communities for transformational urban change?

Phase 1: Step-change Cities Partnership



**Suburban Land
Agency**



**Queensland
Government**



**Greater Cities
Commission**



ARUP



THI

Bolder thinking
for urban life

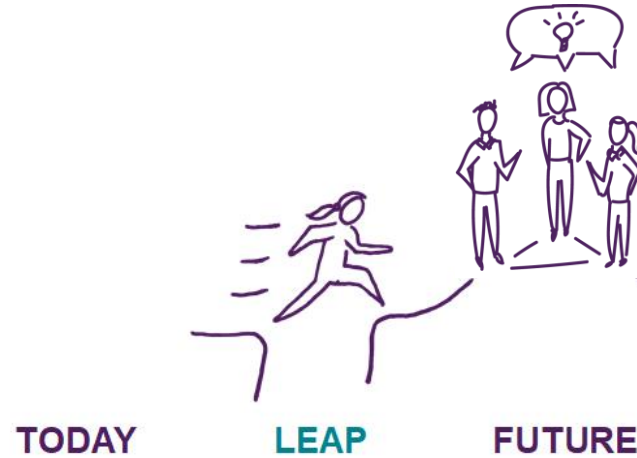
Studio THI

Shaping leaders for equitable
& resilient urban futures

THI

Bolder thinking
for urban life





To harness this once in a generation opportunity of growth we need a step change in our thinking and practice

FROM
Managing
urban growth



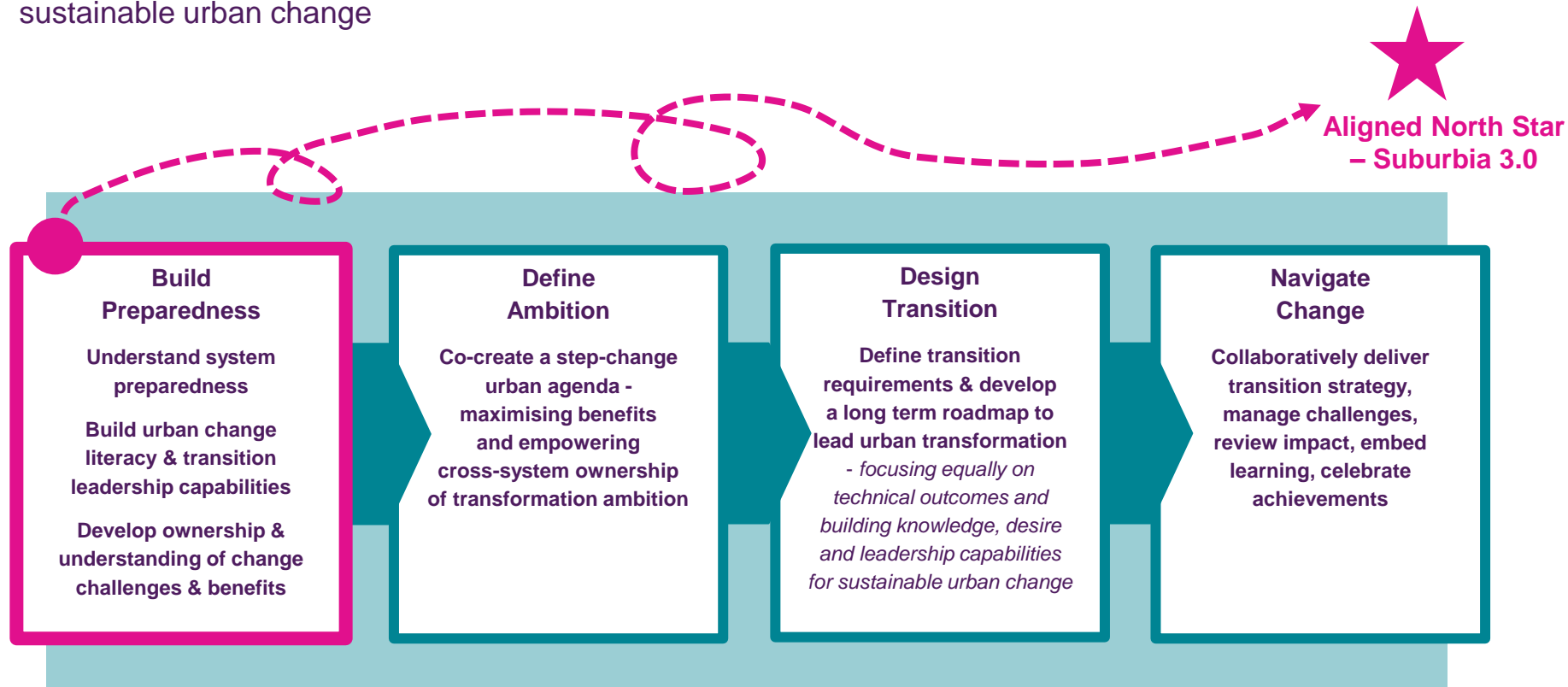
TO
Leading
transformational
urban change

Urban Transition Leadership Approach

A step-change approach to prepare, equip and support the community, organisations and key stakeholders to successfully achieve sustainable urban change

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Key attributes of a change ready urban system

5Cs of system preparedness

Content



A compelling
urban change
ambition

System
ownership of a
mandate for
change

Capacity

A depth of urban
change literacy

A depth of urban
transition
leadership
capabilities

Context

Define place
values & shape
new identities

Define
opportunities for
place re-
attachment

Priority
geographies

Culture

Trust &
confidence in
actors

Strong community
participation &
citizenship

Collaborative
relationships &
governance

Champions

A network of
transition
champions who
collaborate to
address
challenges &
realise benefits



Urban Change Readiness Index

An evidence-based research approach to identifying community, organisation & key stakeholder preparedness for transformational urban change

Urban Change Readiness Index

Overview

Domains & indicators

Urban change literacy

Awareness

Sentiment

Knowledge

Place (re) attachment

Level of place attachment

Future place alignment

System actors' capacity & capability

Citizenship

Community capacity

Confidence in actors

Methodology

Data is gathered through a tailored 30 minute online self-paced survey

Distributed to a recruited & incentivised sample of 150+ residents

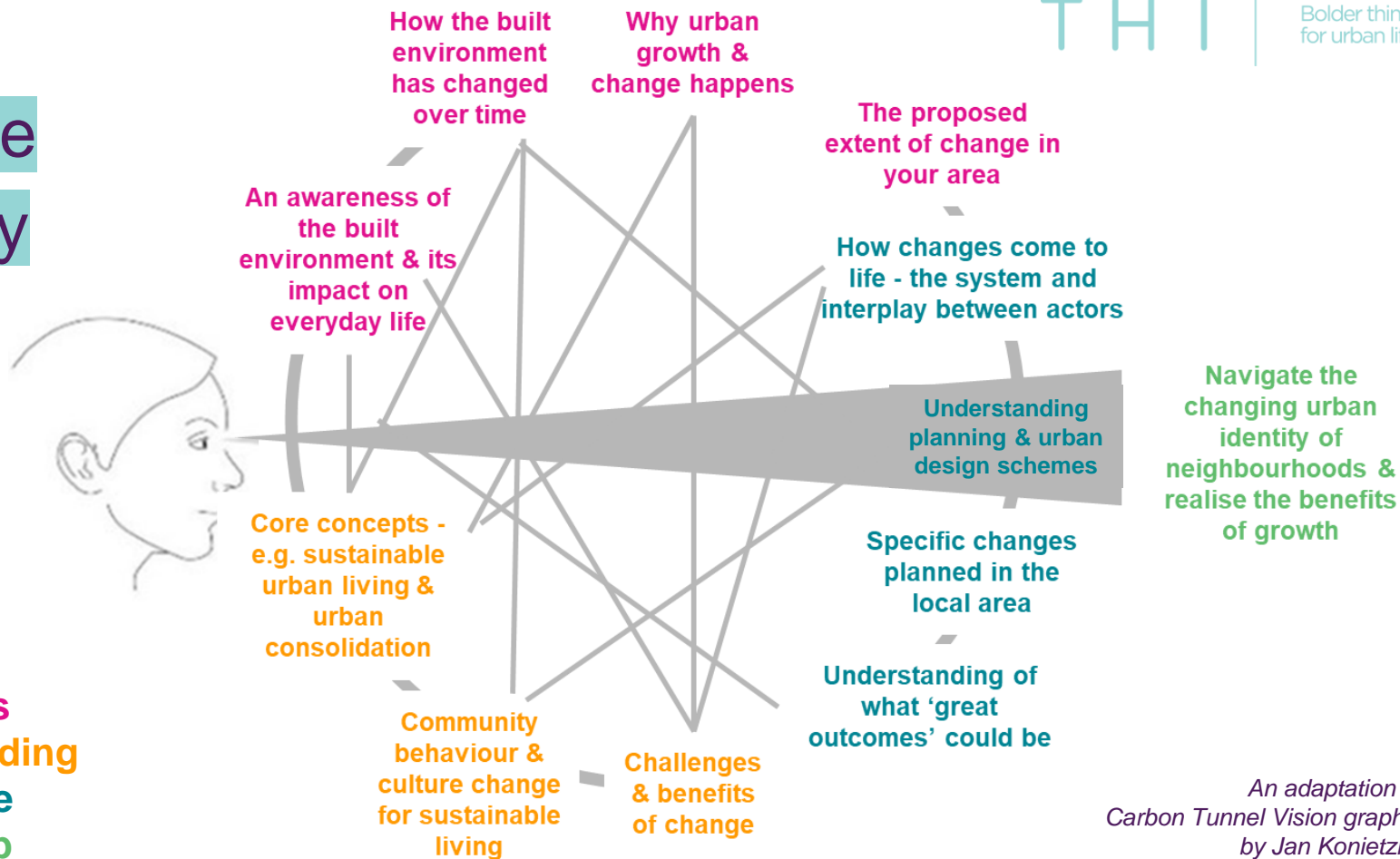
Data translated into an Index outcome & insights report

Urban change literacy

THI

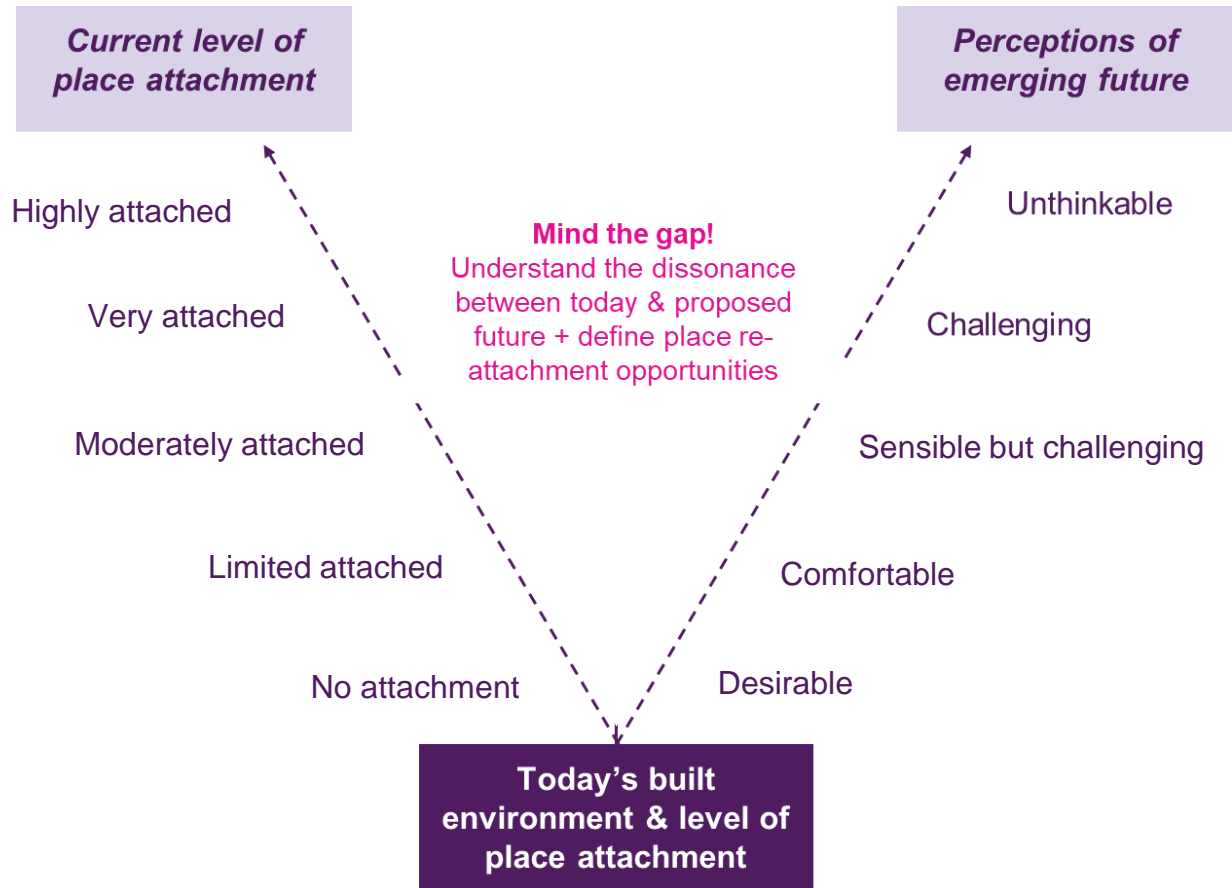
Bolder thinking
for urban life

Awareness
Understanding
Knowledge
Citizenship



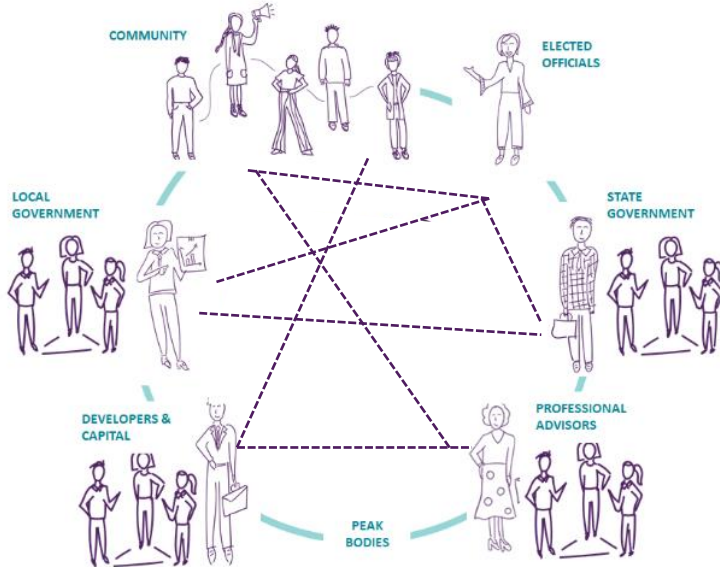
An adaptation of
Carbon Tunnel Vision graphic
by Jan Konietzko

Place (re) attachment



System actors' capacity & capability

System trust &
collaboration readiness



Future conscious
citizens



1st position
My needs



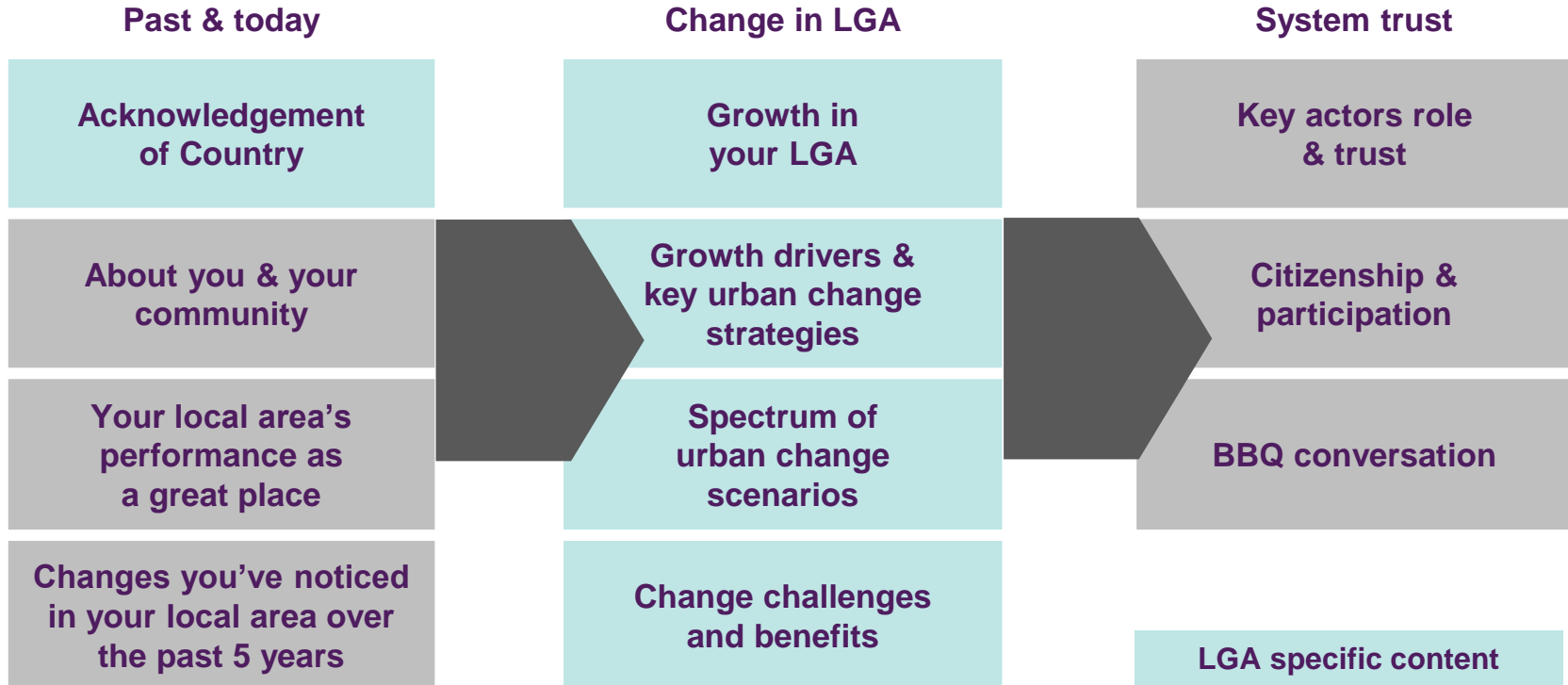
2nd position
My needs & the needs of others
(who are different to me)



3rd position
Needs of future generations

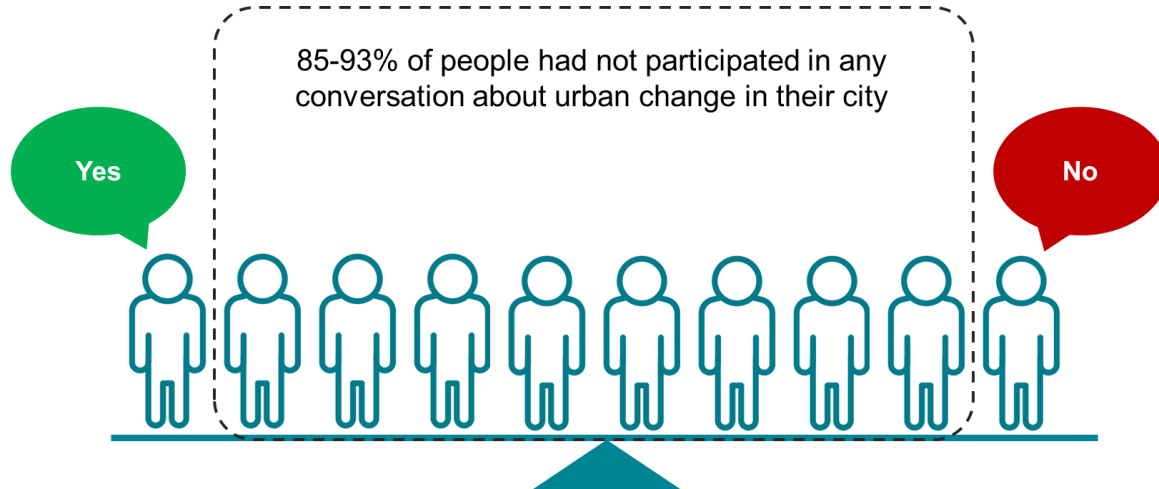
Urban Change Readiness Index

LGA tailored 30 minute online self-paced survey



Urban Change Readiness Index

Survey completed by a recruited & incentivised sample of +150 local community



Missing voices

Young people (18-35 yrs)

Young families

CALD communities

Aboriginal and Torres Strait

Islander peoples

Change supportive community

Social & affordable housing
tenants

Renters

Future residents of an area

Step-change Cities Partnership

A cross-system partnership to trial a transition leadership approach to preparing, equipping and supporting communities, organisations & key stakeholders to navigate urban change



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Phase 1

Understand readiness

LGA activity

Urban Change Readiness Index



All partner activity

Practice Exchange 1

Phase 1 case study

Phase 2

Capacity building

Preparedness workshop

Capacity building Community / Practitioner / Councillor

Practice Exchange 2

Phase 2 case study

Share

Measure impact
Share knowledge &
learning

Full partnership case study

Phase 1 participating LGAs

Cairns Regional Council <i>QLD</i>	Ballarat City Council <i>VIC</i>	Penrith City Council <i>NSW</i>	Hume City Council <i>VIC</i>
Regional city & international destination in FNQ	Historic regional centre, emerging as outer metropolitan fringe	Outer metropolitan growth area	Outer metropolitan growth area

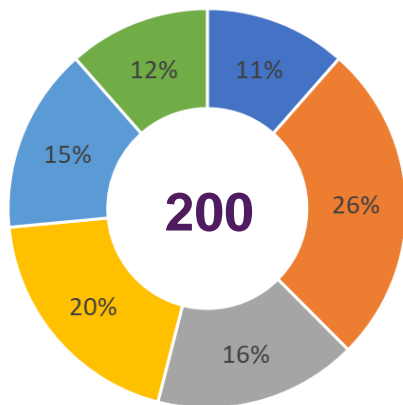
Today	168,000	113,763	217,465	243,901
Growth	+ 90,000	+50,000	+53,000	+150,000

Urban Change Readiness Index

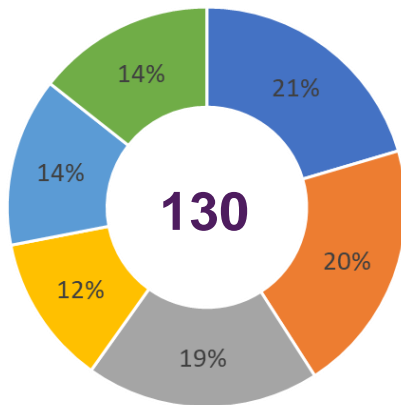
780 residents

- 18-24 years ■ 25-34 years
- 35-44 years ■ 45-54 years
- 55-64 years ■ 65-74 years

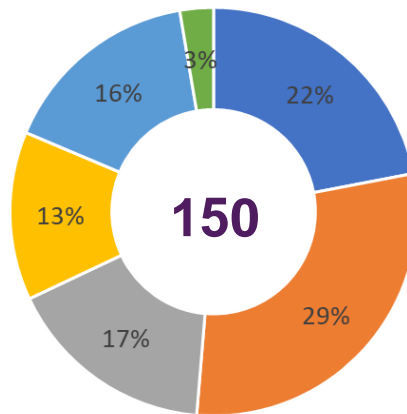
Cairns



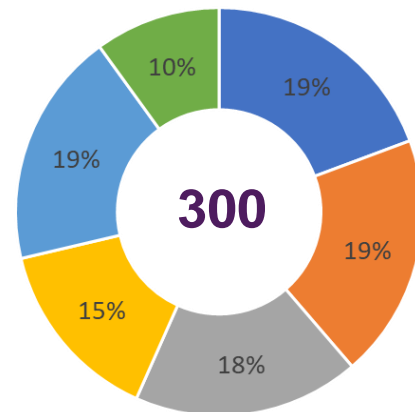
Ballarat



Penrith



Hume



Urban Change Readiness Index

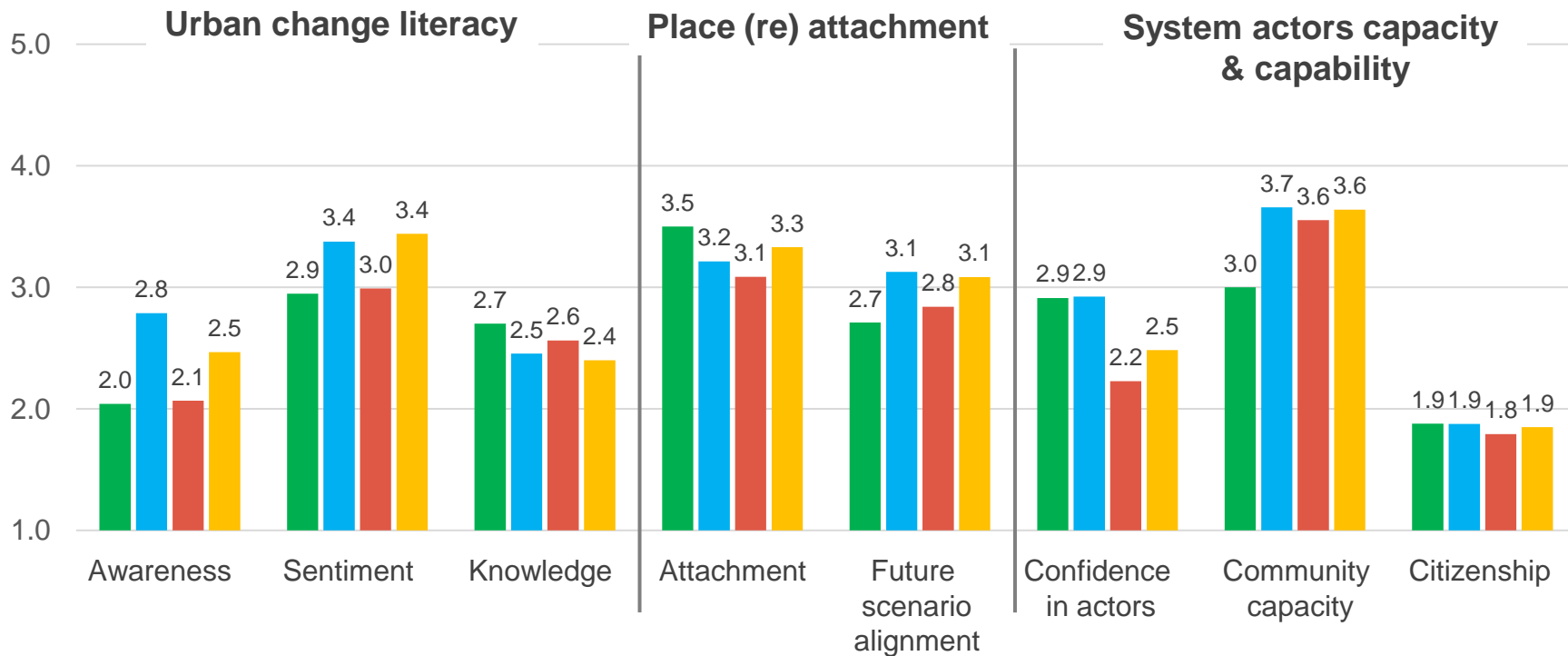
Overall outcome by LGA

Hume

Ballarat

Cairns

Penrith



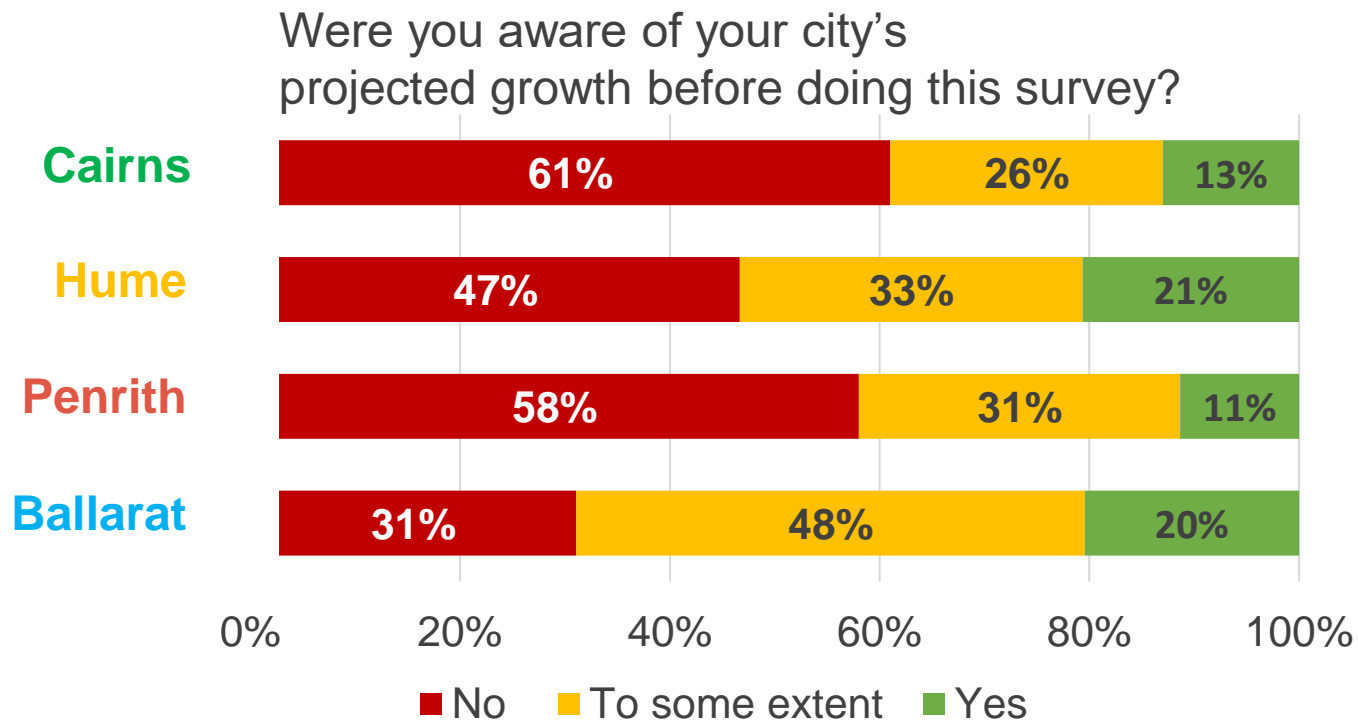


Low awareness of change scale

Need to increase awareness of the extent of projected population growth

Urban change literacy

Awareness



Urban change literacy

Sentiment – feeling towards change



Fearful & angry

15.5%

10.7 %

16 %

8.3%



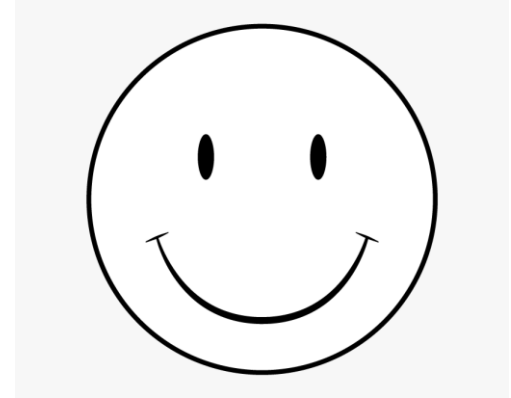
Anxious

48 %

33.3%

40 %

34.1%



Excited & confident

36 %

51 %

36 %

43.2 %

Cairns

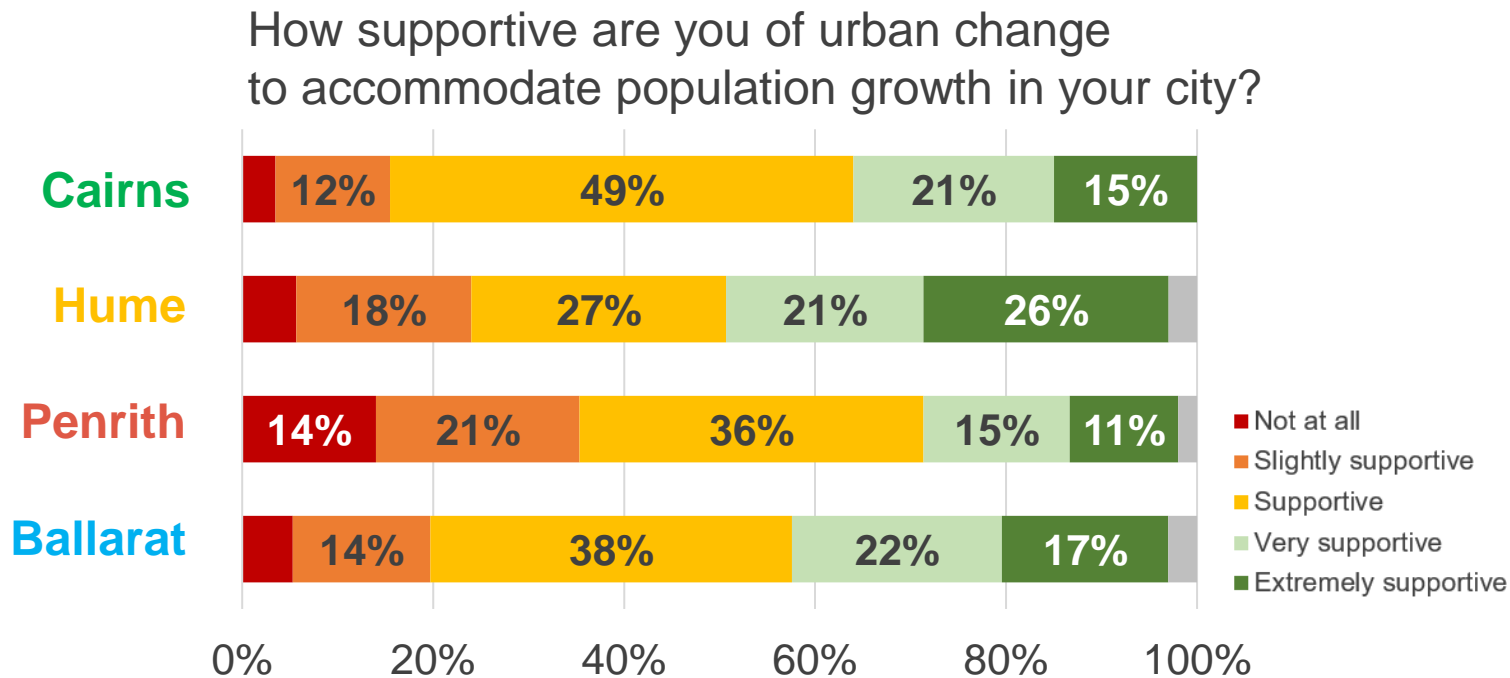
Hume

Penrith

Ballarat

Urban change literacy

Sentiment – level of support





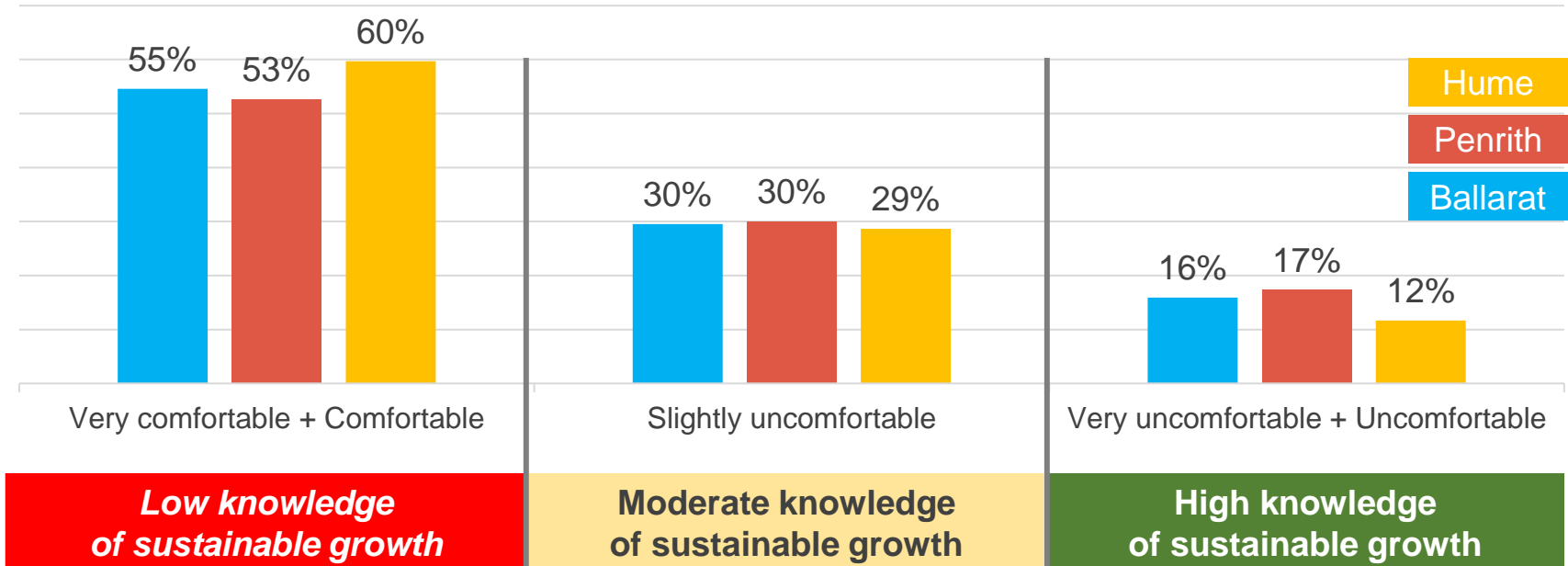
Need to strengthen the mandate for change

Limited understanding of the challenges of BAU growth & need to build awareness for the need for change

Urban change literacy

Knowledge – understanding of BAU growth challenge

Are you comfortable with managing population growth via mostly detached housing on the edge of the city?



Urban change literacy

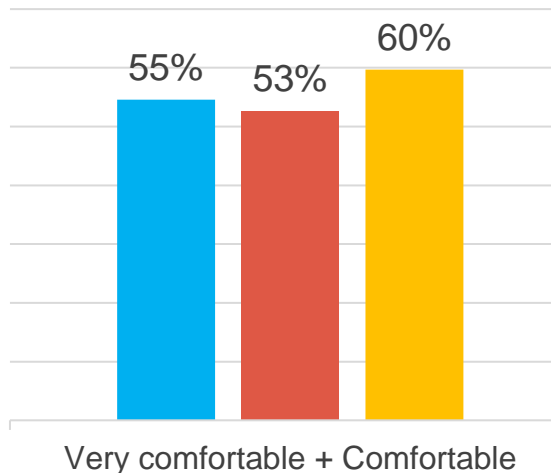
Knowledge – understanding of BAU growth challenge

Hume

Penrith

Ballarat

Are you comfortable with managing population growth via mostly detached housing on the edge of the city?



“Isn't that the norm? I feel safe with that”

“Families need space and apartments are somewhat transitory”

“There's no room within the 'central' area of Ballarat to house a significant number of new residents”

**Low knowledge
of sustainable growth**

Urban change literacy

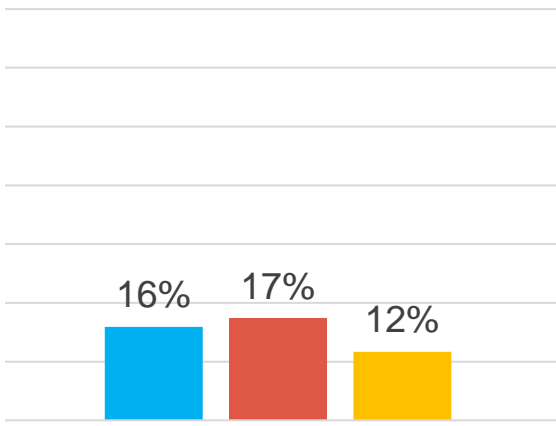
Knowledge – understanding of BAU growth challenge

Hume

Penrith

Ballarat

Are you comfortable with managing population growth via mostly detached housing on the edge of the city?



Very uncomfortable + Uncomfortable

High knowledge
of sustainable growth

“Lack of options available that are suitable for my 64 yr old mum, with most things having 3 bedrooms or 2 stories – we need a bigger range of options”

“Urban sprawl will lead to the detriment of Ballarat. We need more well-considered apartment buildings to deal with the rise in population”

“Mostly detached housing will not meet population needs, and will put undue strain on the environment. Medium and higher density is part of the solution, and it needs to be done without creating any social or environmental issues”



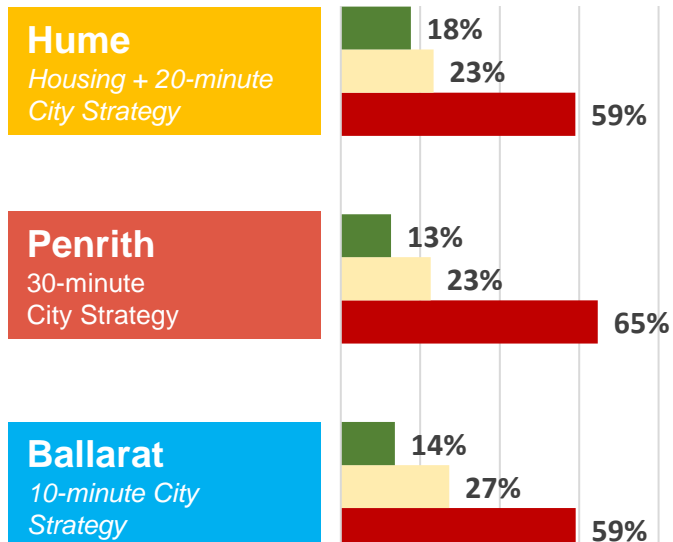
Build knowledge of key ambition concepts

Community's are supportive but have limited knowledge

Urban change literacy

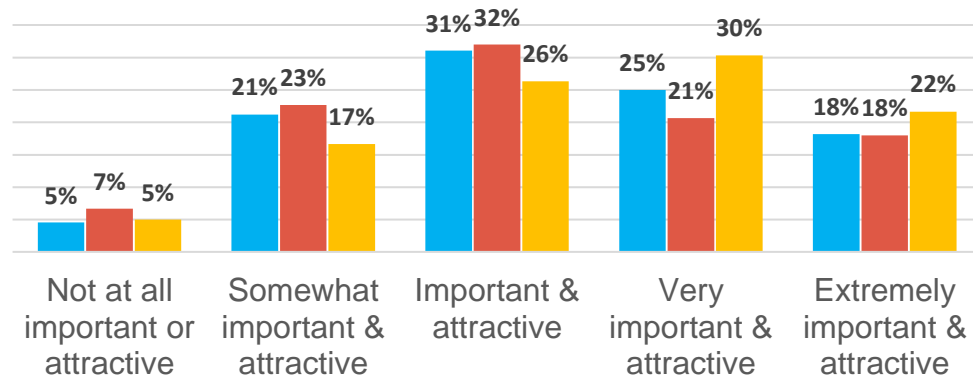
Knowledge – key concepts & strategies

Are you aware of the foundation strategies?



■ Yes ■ Somewhat ■ No

How important and attractive are the concepts in the strategies?





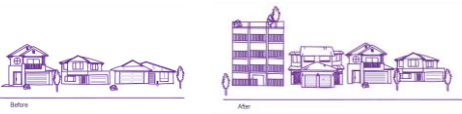











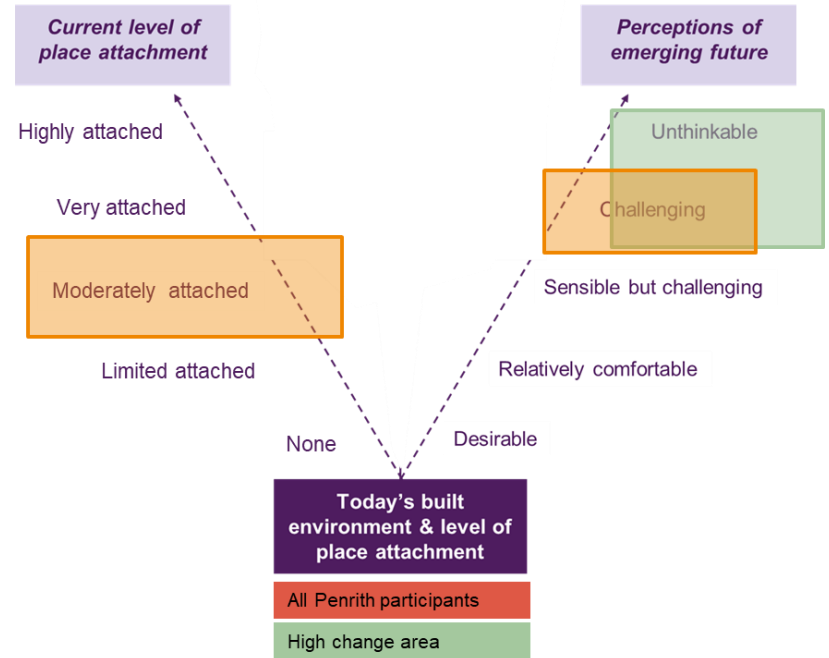
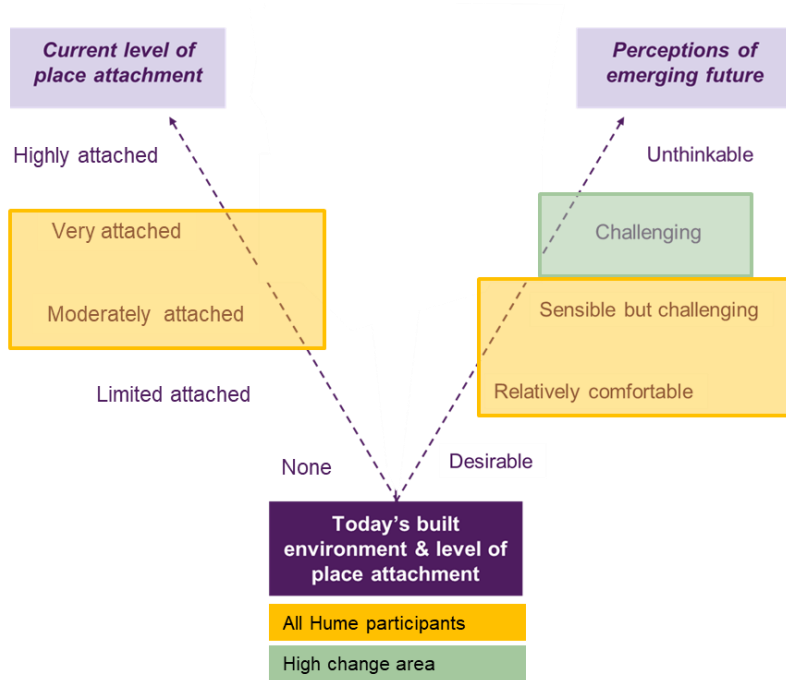
Suburbia 3.0 urban change scenarios are
Sensible but Challenging to Challenging

Place (re) attachment

Future place alignment – scenario overview

	Scenario 1 'Next generation' greenfield + increased density in established areas	Scenario 2 Townhouses and low rise apartments in established areas	Scenario 3 Higher density around major nodes
Ballarat			
Hume			
Penrith			
Cairns			

Place (re) attachment – insights summary



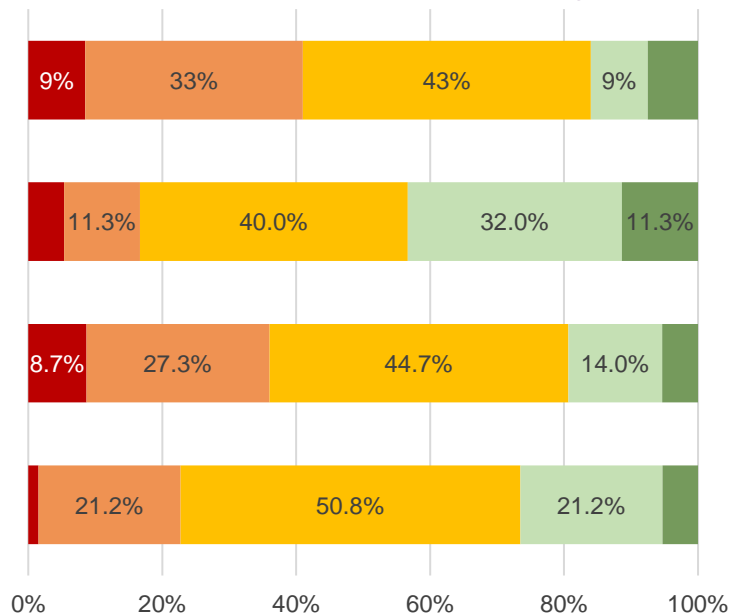
Place (re) attachment

Future place alignment – scenario 1

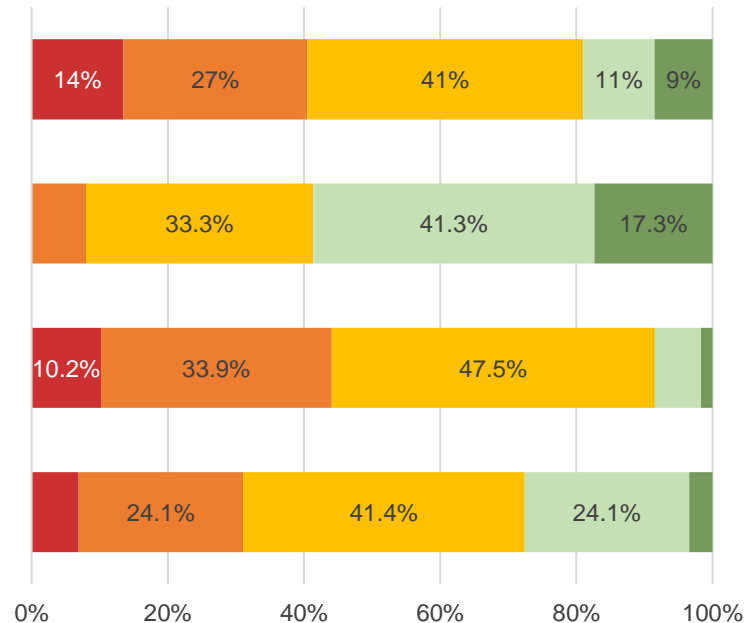
'Next generation' greenfield +
increased density in established areas



Scenario 1 in my LGA



Scenario 1 in my local area



■ Unthinkable
 ■ Challenging
 ■ Sensible but challenging
 ■ Comfortable
 ■ Desirable

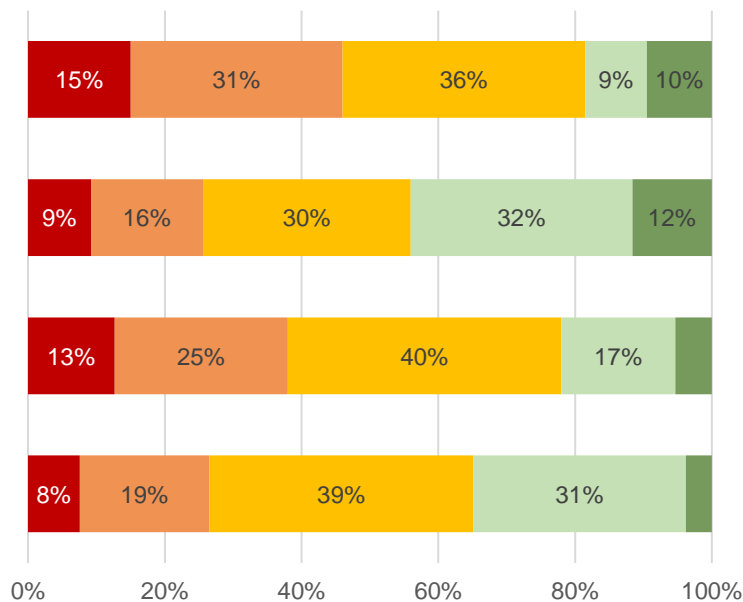
Place (re) attachment

Future place alignment – scenario 2

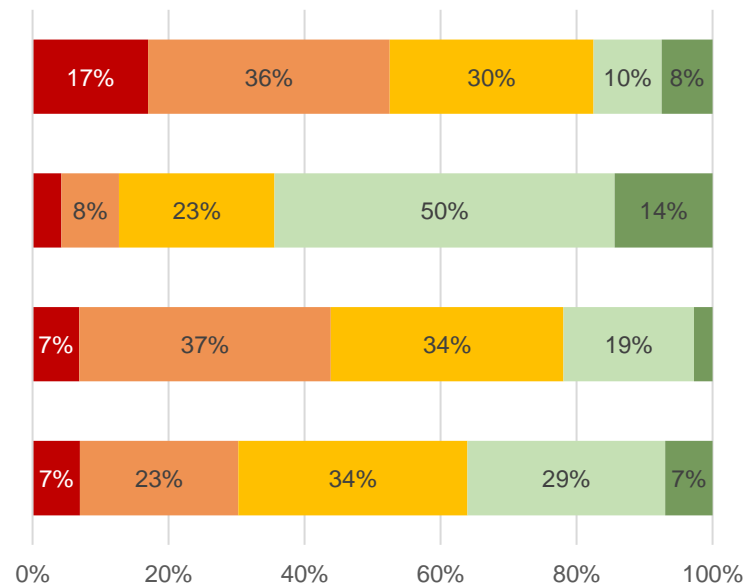
Townhouses and low rise apartments in established areas



Scenario 2 in my LGA



Scenario 2 in my local area



Unthinkable Challenging Sensible but challenging Comfortable Desirable

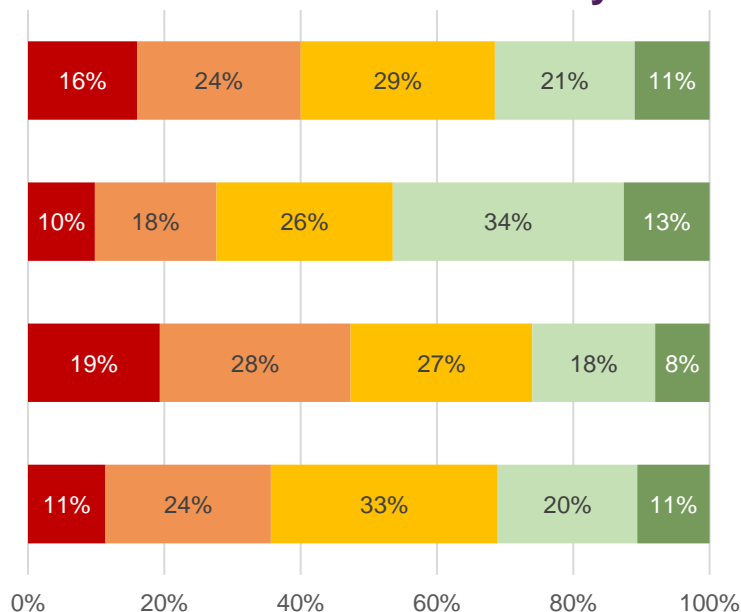
Place (re) attachment

Future place alignment – scenario 3

Higher density
around major nodes

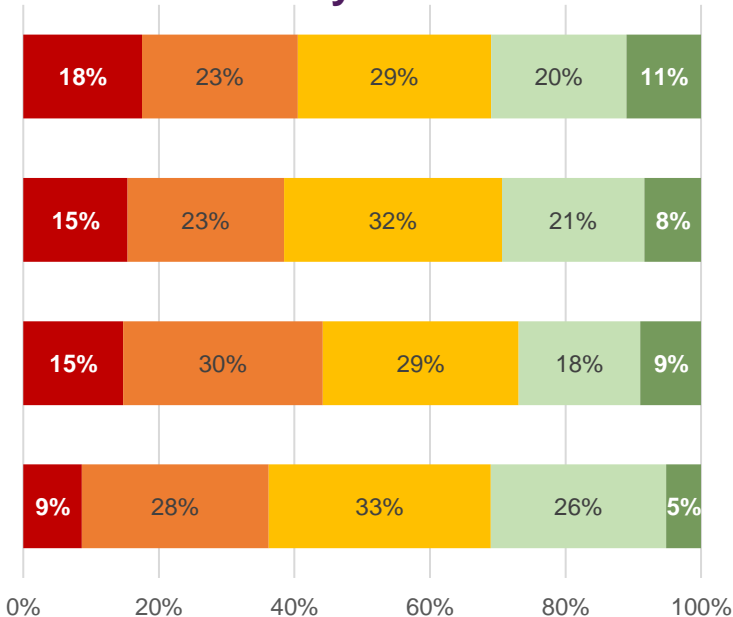


Scenario 3 in my LGA



Scenario 3 in my local area

Cairns



Hume

Penrith

Ballarat

Unthinkable Challenging Sensible but challenging Comfortable Desirable



Need to localise growth narrative and capacity building programs

Priority challenges, benefits and 'things the community would like to know more about' are different for each LGA

Urban change literacy

Priority challenges

	Cairns	Hume	Penrith	Ballarat
Traffic, parking & congestion	1	3	1	2
Demand on services & infrastructure	2	2	2	3
Removal of trees & natural landscape	3	1	2	
Impact the look & feel I like today		5	3	1
Effect the experience of my home	5		4	
Cost of retail & services increases	4		5	4
Property values increase	4			5
Not delivering housing choice		4		

Urban change literacy

Priority benefits

	Cairns	Hume	Penrith	Ballarat
Access to everything I need close to home	4	3	1	3
Supports economic development	2	4	2	1
Enhances public & active transport	1	5	3	
More vibrant & interesting place to live	3	1	4	2
Housing choice & diversity			5	
Better use of region's infrastructure		2		4
Opportunity for climate smart buildings	5	5		5

Urban change literacy

Knowledge – like to know more about ...

	Cairns	Hume	Penrith	Ballarat
Changes taking place in my community	1	2	1	1
Core concepts to determine where & how growth is accommodated	5	3	5	2
Examples of great outcomes	2		2	3
Views of others in my community who are not like me		1	4	4
Living a more sustainable lifestyle	3	4	3	5
How urban development happens	4	5		

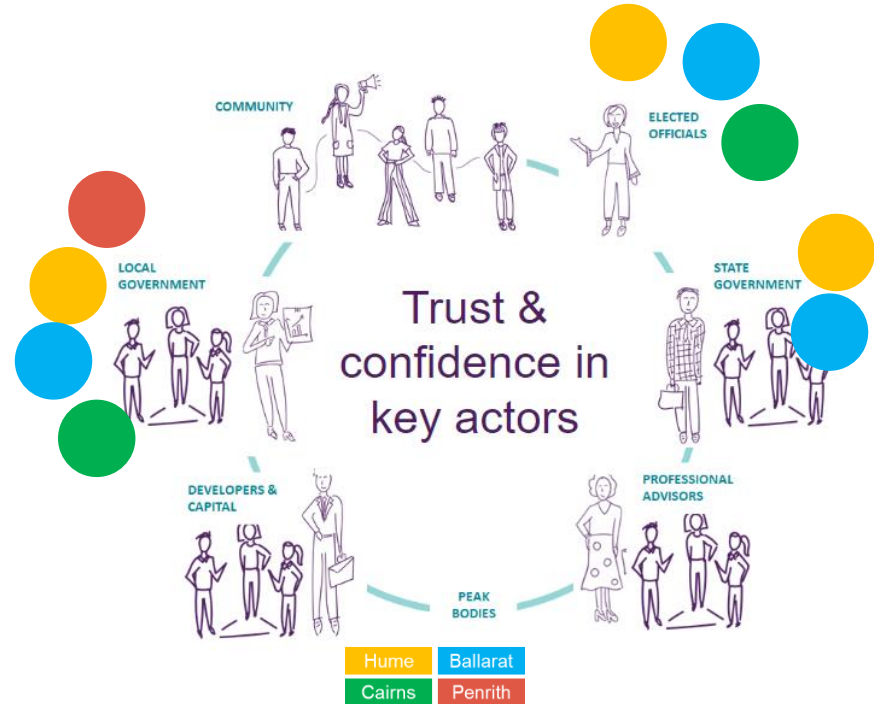
Example of nuanced narrative & education needs

HUME	PENRITH	BALLARAT	CAIRNS
Views of others in my community	Vibrancy	Economic development	Future ready tropical neighbourhood ambition
Vibrancy	Future residents & their needs	Vibrancy	Active & public transport
Infrastructure utilisation	Greening the city	Changing urban identity & consideration of heritage	Economic development
Housing diversity & choice	Enhanced access		Vibrancy
			Climate smart buildings

System actors capacity & capability

Lead actors adjusted to align with trust capital

Develop an evidence based understanding of where trust capital sits and adjust strategy to align



System actors capacity & capability

**Me, others, future residents,
next generation**

Consciously build-in citizenship
lens in all discussions &
decision making.



1st position

My needs



2nd position

My needs & the needs of others
(who are different to me)



3rd position

Needs of future generations

Need to also
consider who the
Future Residents
might be

Urban Change Readiness Index

Surprise outcome – insight + EDUCATION

Hume

57%

Positive shift

14%

Negative shift



Awareness
of change

Penrith

41%

Positive shift

19%

Negative shift



Understand
mandate for
change

Ballarat

39%

Positive shift

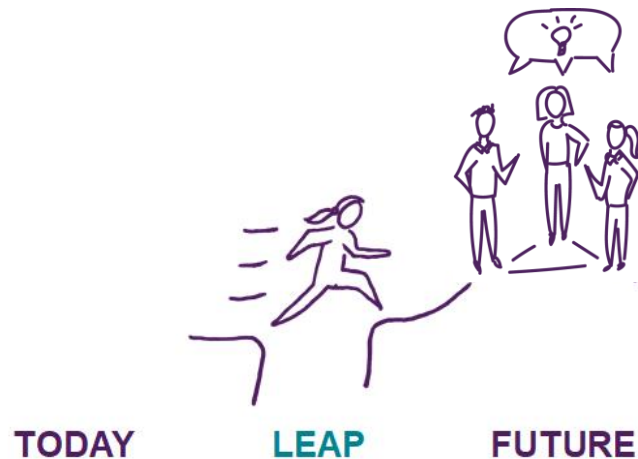
14%

Negative shift



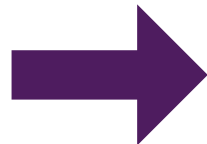
Exploration
of growth
challenges &
benefits

Transformation
partner?

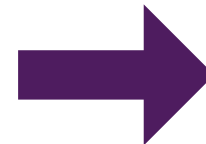


Communities are an under-utilised asset in the sustainable transformation of our LGAs

STOP
Selling growth



INVEST IN
Understanding &
building
preparedness



HOW?

Understanding & building preparedness



AMBITION

Internal clarity & alignment on 'north star' ambition

EVIDENCE

Build an understanding of your whole community's preparedness & starting point

BUILD PREPAREDNESS

Awareness of change scale

Strengthen the mandate for change

Build knowledge of ambition key concepts

Activate future conscious citizenship mindset

Nuanced growth narrative linked to education & skills

Understanding & building preparedness



AMBITION

Internal
clarity &
alignment on
'north star'
ambition

EVIDENCE

Build an
understanding
of your whole
community's
preparedness
& starting point

BUILD PREPAREDNESS

HUME

20 minute city Housing strategy

Concepts

- Urban consolidation
- Next gen greenfield development
- Housing diversity & choice

Hooks

- Views of others
- Views of others in my community
- Vibrancy
- Infrastructure utilisation
- Housing diversity & choice

PENRITH

30 minute city Housing strategy

Concepts

- Transit orientated development
- Next gen greenfield development
- Biodiversity / greening city

Hooks

- Vibrancy
- Future residents & their needs
- Greening the city
- Enhanced access

Proactive preparedness levers

Capacity to
navigate
change



Ambition

Knowledge of
'jobs to be
done'



Understand
challenges &
opportunities

Understand
mandate for
change

Awareness of
change

No change
awareness

TODAY

HUME

20 minute city
Housing
strategy

Concepts

- Urban consolidation
- Next gen greenfield development
- Housing diversity & choice

Hooks

- Views of others
- Views of others in my community
- Vibrancy
- Infrastructure utilisation
- Housing diversity & choice

Actions by many
System responses
Actor specific response

Culture & climate

Policies, plans &
programs

Places &
infrastructure

Skills



A close-up, low-angle shot of a person's feet wearing grey and orange sneakers, walking on a sidewalk painted with a vibrant rainbow pattern. The colors of the rainbow (red, orange, yellow, green, blue, purple) are clearly visible. In the background, other people are blurred, suggesting a public event or a busy street. A purple text box is overlaid on the lower half of the image.

How might you understand and build your
community's urban change preparedness?

Questions & thank-you!

Jennifer Micheltmore, CEO, Studio THI

Jennifer@studiothi.com, 0408 199 471

THI

Bolder thinking
for urban life

www.wearethi.org

Studio THI LinkedIn



Urban Transition

Leadership

Capabilities

Need to add
QR code

SELF

Authentic, transparent communication, an ability to read and respond appropriately to different reactions to change.



SYSTEM

Knowledge of how the urban change system works, the role and power of different actors and the specific levers you have influence over in your role.

POLITICS

Ability to understand and influence dynamic relationships between communities, organisations and elected members and work across political and sectoral interests to achieve solutions

PLACE

Understand principles of great urban outcomes and what needs to be in place to achieve them.

STRATEGY

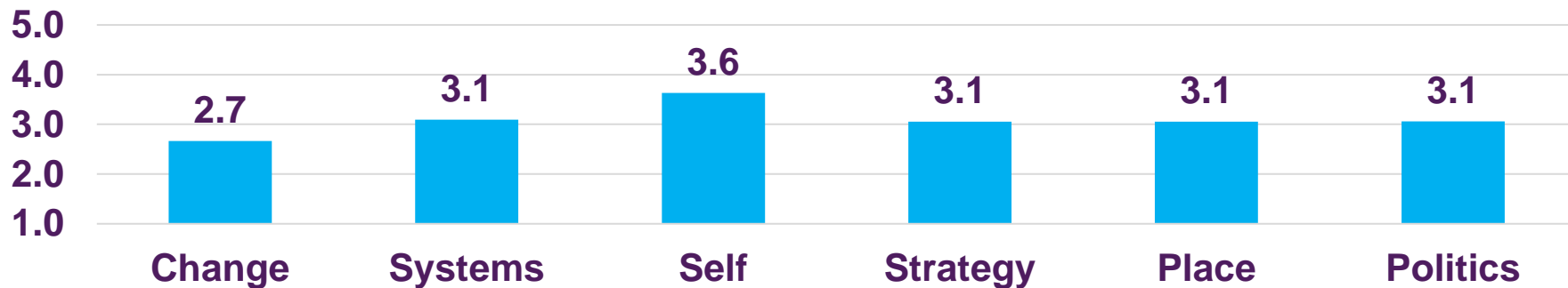
Ability to collaboratively develop and execute urban change management strategies in a complex, often contested environment.

CHANGE

Ability to shape generative conversations on how to navigate the changing urban identity of neighbourhoods and realise the benefits of growth.

Urban Transition Leadership Capabilities

50 LGA practitioners



Strengths

- Levers to drive great outcomes
- Individual & collective responsibility to deliver outcomes
- Reflective listening
- Supporting innovation
- Building trust
- Built environment affects health & wellbeing
- Articulate the city's unique place attributes

Areas to develop

- Raise awareness of growth challenges & benefits
- Explain benefits & challenges of change scenarios
- Shape proactive conversation on change
- How urban change system works
- Establish networks & partnerships to progress positive urban change
- Good examples of sustainable urban development
- Resolving conflict & building consensus