Rethinking Adelaide
'capturing imagination'

ADELAIDE

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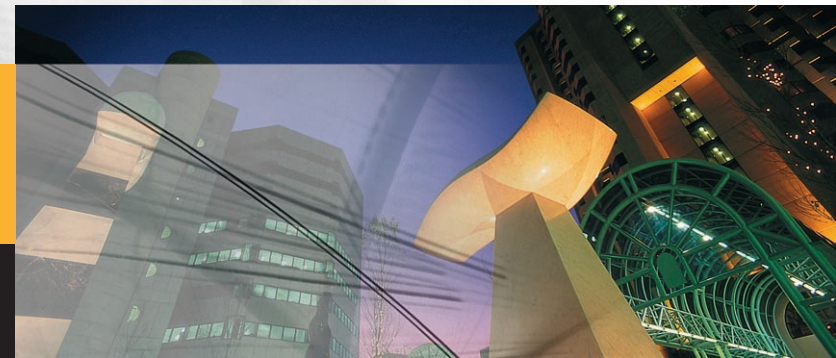
Charles Landry
Thinker in Residence 2003

Government
of South Australia

**Rethinking Adelaide
'capturing imagination'**

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Charles Landry

Charles' book 'The Creative City: A toolkit for urban innovators,' was published in May 2000 to widespread acclaim. He has lectured widely in Europe, the USA, Australia and Africa and has presented over 90 keynote addresses on diverse topics associated with cultural revitalisation and public life.

The following partners were involved in Charles Landry's residency:

Department of the Premier and Cabinet
Capital City Committee
City of Playford
Department of Business, Manufacturing and Trade
Adelaide City Council
Property Council of Australia
Centre for Lifelong Learning and Development
University of South Australia
Office for the Southern Suburbs

Charles Landry is regarded as an international authority on city futures and the use of culture in city revitalisation; cultural planning and heritage, strategic policy development, and the cultural industries.

He founded Comedia, Europe's leading cultural planning organisation, in 1978. Comedia has undertaken several hundred projects concerned with city and regional strategies for revitalising public, social and economic life through cultural activities.

He recently advised the World Bank in Washington on its strategy for culture and cities world-wide. He now works for the World Bank on special assignments.

Foreword

Adelaide has a reputation for innovation in many fields - the arts, social policy, the sciences, industry and government. Adelaide Thinkers in Residence is a program which I have created to further develop Adelaide as an innovative city.

The Thinkers appointed to the program are asked to challenge our beliefs, spark fresh ideas and set new directions for South Australia.

The program allows us to build on the reputation that has made South Australia one of the most progressive states in the world, and a great place in which to live, work and visit.

We were extremely fortunate to secure Charles Landry as one of our first Thinkers. As a pre-eminent world authority on city futures, he is highly sought after on the international circuit and in much demand as a lecturer, speaker, and adviser - to governments, national and regional authorities, funding agencies and a wide range of non-government sector organisations.

Charles spent three months in Adelaide as Thinker in Residence in 2003. His appointment symbolises what Adelaide Thinkers in Residence is all about:

- being innovative and creative

- promoting Adelaide as a destination and a place which is vibrant and forward-looking

- collaboration between the government and private sector to build a great future for our State

This report is not only a summary of his thoughts on how Adelaide can become a more vibrant and creative city, but also a guide for forward-thinking cities around the world.

Mike Rann
Premier of South Australia
April 2004

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Setting the stage

The Thinkers in Residence program reminds us why Adelaide has an international reputation for policy innovation and creativity. It is a bold idea. It has allowed me to talk in depth with hundreds of people in Adelaide - from leaders to the ordinary person in the street. As a Thinker I am reflecting back to you the ideas from young people, business leaders, government leaders, newly arrived immigrants, young entrepreneurs, people in many areas of the State.

Adelaide is turning the corner economically. There is more happening in Adelaide than many people think. Yet it still does not feel sufficiently confident about its successes. 'Rethinking Adelaide' wants to help turn this around.

It concludes that Adelaide can achieve the seemingly difficult with a shift in thinking, a shift in gear and a shift in aspiration. In order to do so it should:

- Focus on a vision that **'you can make it here, you can fulfil your dreams, and we will help you'**.

- Rename risk programs as **'risk and opportunity policy'** and incorporate criteria on creativity in performance assessment.

- Develop a **'talent strategy'** for Adelaide to support risk taking, creativity, collaboration and a global outlook - particularly targeted at maximising the potential of young people at local level.

- Aim to be the **Asia Pacific or international centre** for specific niche areas.

- Establish an **international think tank or institute** in Adelaide around creative thinking about cities, with the aim of positioning Adelaide as a leader and the partner organisations as founding members.

- Appoint an **'urban animateur'** whose sole role is to add value to existing initiatives by identifying opportunities to connect people, organisations, events, conferences and build Adelaide's potential as a connected and strategic city. This would be in contrast to the many roles recently established which control, regulate or adjudicate activities.

- Make sure world class knowledge sector industries such as health and well being, the creative industries, the green economy, the learning sectors and advanced manufacturing are supported by **world class regulations** rather than forcing them to struggle through dated legislation.

- Make sure that the **story of Adelaide** is developed and strategically promulgated using imaginative ways of communicating. An underlying theme of creativity and innovation should underpin this story.

- Consider the value of a **metro Adelaide governance arrangement** suitable to 21st century needs to make sure that decision making across the broader metropolitan area is better coordinated, and collaboration on key initiatives occurs more strategically. This structure might be a tripartite city of North, Central and South. Innovative approaches should adopted to encourage this connectivity. One area for discussion within that forum should be the hard and soft infrastructure requirements for 50 years hence if Adelaide is to operate globally.

'Rethinking Adelaide' falls into three parts.

The first outlines why taking a big picture view of Adelaide's future is not a mere option for the city but a necessity. In so doing it outlines some of the driving dynamics that need to be taken into account if Adelaide is to move forward, such as recognition that creativity is the currency of the age, that leadership is key in moving the city forward or that urban psychology plays a part in shaping a city's future.

The second focuses on 'rethinking' and each sub-section starts with 're' - such as 're-conceiving Adelaide as an interlocking asset'. This highlights that Adelaide is an inextricably interwoven whole where the North, the Centre and the South form a unified dynamic. A thread running through is that the potential of all Adelaide citizens needs to be tapped, as the city is only as strong as its weakest link. This is called the talent agenda.

The third and final section follows through the implications of this analysis in terms of actions to be taken.

The Thinkers in Residence program is about getting an outside view and many things said will be familiar to those who live and make decisions in the city. This may act as confirmation. Some things, though, are hopefully novel or at least said in a different way. It is for you - the reader - to judge.

'Rethinking Adelaide' is a positive report because it is only possible to 're-think' if there is substance and potential there in the first place.

The aspiration

My hope is that 'Rethinking Adelaide' does not read like a typical, formal policy document and that it effects readers in a visceral way, giving them the sense that transformation is possible, desirable and achievable.

'Rethinking Adelaide' is a strategic document. It seeks to highlight some of the major issues in positioning Adelaide more at the centre of events in its various worlds, through:

- enhancing its sense of self and confidence
- capitalizing on the potential of its people
- projecting itself better into global consciousness

The objective of 'Rethinking Adelaide' is to put Adelaide more on the radar screen. It argues that Adelaide cannot sit back passively and expect opportunities to emerge without effort and skill, or that the world will come to recognise the city's assets without Adelaide focusing with clarity and coherence on the story it wants to tell and communicating it well.

Adelaide's dynamics are determined by its location, population trends and business flows that over the decades has weakened the city relatively as other places, both in Australia and elsewhere, have emerged more strongly. Yet Adelaide may be turning a corner if current positive trends can be sustained over time. The heavy haze hanging over the city from the State Bank's collapse no longer shapes the city's sense of possibilities.

Three themes run throughout this report.

The first is connections. Connections between people, varying groups, different decision making bodies, between various parts of the city, such as North and South, as well as the urban form; between the old story of Adelaide and an emerging new one and, importantly, with the wider world, especially given the dangers of global introversion.

The second concerns tapping into talent and finding ways of identifying, harnessing, nurturing, sustaining, attracting and promoting talent, wherever it may reside.

The third is that precisely at the moment when we acknowledge that creativity is the currency of the age, decisions have been made that operate in the opposite direction. For example, the arts are a key area to foster creativity, but it remains relatively undervalued in the school curriculum and by parents. Second, we talk of encouraging creativity when risk management regimes increasingly stifle any possibility of being creative at both the micro and macro level.

A crucial dilemma for Adelaide is how creativity and risk management policy interact. Precisely at the moment when we want and need Adelaide to be and be seen as a creative city, the rise of a risk culture limits that potential.

I argue that the cultural attributes and attitudes or mindsets that made places like Adelaide so successful in the past are those that could constrain them in the future. Today communities and companies all over the world are replacing hierarchies with networks, authority with empowerment, order with flexibility, and creativity and paternalism with self-responsibility.

These are the new seeds of success and if they are ignored the most talented of the young, the ambitious and gifted will leave. New thinking is required that needs to be embedded deeply and especially at levels three, four or five in an organisation where the day to day management and implementation occurs. If this does not occur ideas get stuck at the ideas level.

Grasping the opportunity

Adelaide, like many other cities across the globe, faces complex opportunities that cannot be grasped by a 'business as usual' approach. The stakes are high and cannot be harnessed solely by traditional means. It requires a shift in aspiration, courage and will as well as an understanding that the culture of the city and its overall psychology, imagination and creativity, with a focus on quality and urban design, can tangibly help both to define and implement the 'Adelaide vision'.

It cannot happen overnight. It will take time to unfold in its fullness, but some strategic decisions need to be taken urgently to set in place the pre-conditions to maximise its potential.

Adelaide can ride the wave of global trends and possibilities, and avert those that harm the city, but at the same time it needs to direct these dynamics so that Adelaide's own goals are met and strengthened. There is already much going on in Adelaide. It houses high class businesses, institutions, initiatives and projects such as the Adelaide Festival, that are of national and international significance. Further development opportunities are coming to the fore, such as the building of a new airport. So to talk of Adelaide becoming a more creative place is not simply hype but has some basis in reality. The glass is half full not half empty. Nevertheless, the city has let many possibilities slip by through inertia, weakness at the point of decision-making and fear.

Deepening awareness

Adelaide has as yet not defined a fully fleshed out vision that incorporates the lessons from 21st century thinking and new knowledge that cascades down into all levels of decision making. This thinking, planning and acting implies recognising viscerally and with depth that the worlds we operate in and know have changed dramatically. Some say they amount to a paradigm shift.

We could cope with these changes at every level if they happened slowly and one by one. But they do not. They are happening at speed and simultaneously, and their deeper impacts have not emerged in their entirety. This unfolding tsunami of change will affect the operating system of cities worldwide. The slogan 'globalisation' encapsulates its essence.

Superficially cities might look and feel the same. There will still be places in which to live, offices and factories in which to work and places in which we can shop and have fun. A closer look at those cities that have succeeded, such as Curitiba, Barcelona or Copenhagen, shows startling differences from what they did before. They addressed issues such as: what is the infrastructure, both physical and virtual, of the 21st century city? How do cities operate to become part of the international community of business and politics? And what are the governance arrangements that best suit emerging needs? How well does Adelaide fare? Has the city addressed these concerns with intent and tenacity?

Creativity the currency of the age

What is clear, too, is that creativity and imagination will play a central role for cities wishing to move forward. If allowed fuller rein, it will need to have an impact on organisational culture far more than people wish to admit or are willing to let happen. How we think, conceive and try to solve problems depends on mindset.

As Dee Hock the founder of Visa Card notes: 'Change is not about re-organising, re-engineering, re-inventing, re-capitalising. It's about re-conceiving! When you re-conceive something - a thought, a situation, a corporation, a product, a city - you create a whole new order. Do that and creativity floods your mind'.

So we cannot solve 21st century urban problems completely with 20th century - let alone 19th century - mindsets. Indeed, it may be the case that Adelaide's attitudes that were necessary for past success are less useful in the future, where flexibility and fluidity within principles of accountancy and ethics are key. To undertake this shift will require rethinking at a number of levels and developing new partnerships within the State machinery and between it and other partners, within councils, between councils and other actors in their jurisdictions and, crucially, with new outsiders.

The same applies to other actors in the commercial and community worlds. There needs to be more honesty and learning about how others see the world if more 'joined up' thinking and implementation is to develop. Only when this occurs can potential be explored, synergies be created, new ideas, perspectives and opportunities be generated and, consequently, new resources drawn in. And new resources will be required, not all of them to do with money.

As cities confront the realities of operating within global contexts and heightened competition, it will be creativity, in all its facets, in responding to urban challenges that will largely determine success or failure. As the old locational factors - raw materials, market access - diminish in relative significance, cities like Adelaide have two crucial resources. The first is their people - their cleverness, ingenuity, aspirations, motivations, ambition, imagination and creativity. When people apply their creativity well we call them talented, which is why a central theme of this report is to harness the potential of Adelaide people. Second, they can harness new resources by working in different ways through collaborating and connecting better, and seeing potential through looking at their world through new eyes. Creativity is the capacity to solve difficult problems and to find opportunities with imagination. **Given Adelaide's edge position it needs to be even more innovative than other cities** such as those in Asia, the US or Europe, whose markets lie at their front door.

Keeping the big picture in view

These big picture issues require that Adelaide positions itself afresh. It is increasingly understood that renewing a city and building on its strengths is a much more subtle and over-arching process than previously appreciated. It is more than simply technological innovation. It is more than physical improvements on their own and involves innovation at every level of decision making. For this reason, organisational capacity and appropriate organisational structure in itself is acknowledged as a tool for urban competitive advantage and thus need to be creatively developed.

Physical changes assist. They can help build confidence and provide visible markers of progress. Yet, if renewal is to be self-sustaining, people need to feel engaged, involved and have the opportunity to give of their best and be empowered. This means finding opportunities to give vent to peoples' creativity and harnessing their capacity to solve their own problems. Urban reinvention and renewal is essentially a holistic process embracing economic, social, political, environmental and cultural factors.

Beyond benchmarking,

Benchmarking, when it emerged two decades ago as a means of fostering improvement in business and elsewhere, had positive impacts. Cities took to the idea with vigour, constantly comparing themselves with others, copying ideas that worked and pushing best practices. This is fine, but increasing negative impacts of benchmarking are emerging. Most importantly, it can stop creativity and innovation as, by definition, benchmarking is a following exercise - not an exercise in leading. Often it avoids defining strategy appropriate to local needs and can distract from identifying unique local resources.

The challenge for Adelaide is to define its own benchmarks. Adelaide should leapfrog comparisons with Melbourne and Sydney onto a world stage where comparisons will not be so negative. In that global space there are many players to connect with and many niches to be captured.

Raising the level of debate and insight

'Rethinking Adelaide' is a discussion document. It tries to bring debate onto a new level and to inject a sense of calm urgency. It asks many questions and often implies the answer. On some key issues it concludes, recommends and suggests options and strategies.

The central question implied throughout and highlighted is: can we achieve this energised Adelaide within existing frameworks, budgets and skill sets? In some instances the answer is yes, and in many others no. Changing mindsets, learning from what others do well and benchmarking against the best, and going beyond that, will help - as will providing political leadership and direction. Much of this does not cost money. It involves raising expectations for Adelaide, generating aspiration and thus providing inspiration and motivation to follow into the complexities of implementation. The goals are achievable with imagination and will. How do we know? Because others have already done so. Why not Adelaide also?

Situating 'Rethinking Adelaide'

Credentials

Who am I to lecture Adelaide on its potential? As a Thinker in Residence I was asked to look at Adelaide critically and as a friend of the city. For 25 years I have been observing cities: why they succeed, why they fail, how they recharge themselves and re-emerge, and how they move from exploiting tangible assets to those more invisible and intangible. My conclusion from this journey is that whilst industrial structure, business development, natural resources and location are vital, what is even more important is the culture of the place, its psychology and its history. This shapes the attitudes of its people and its sense of self, the story it tells itself and

the myths about itself that it clings on to. This is the genetic code of the city. Whilst there is a certain path dependency, this dependency can change because, whereas an individual is locked into their attributes, in a city the people constantly change. New generations come in unencumbered by the past, new outsiders with fresh views arrive, leadership with new priorities can emerge. Leadership is central to the urban change agenda, and leadership is more than administering or managing.

A courageous idea

The Thinkers Program is an iconic idea that could resonate widely if communicated strategically to worldwide audiences. It is courageous and innovative and, if implemented well, can be part of a new leadership agenda. Not many cities would welcome outsiders and ask them to be provocative, challenging and controversial as a means of giving the city ideas and suggestions on moving forward. The program is an element of an emerging story of Adelaide as a city that thinks, but also acts, its way into opportunities and the future.

This **bigger story of Adelaide is how a unique 19th century city experiment adapts itself to 21st century needs and desires**. It is part of a panoply of initiatives currently underway whose impacts are yet to unfold fully. These include the Constitutional Convention, the report by the Economic Development Board, Herbie Girardet's report on Sustainability and that on Social Inclusion. The over-riding expectation and task now is to turn these ideas into action.

I feel privileged to be playing a minor part in this process of rethinking Adelaide's global positioning. It has given me the opportunity to become more firmly attached to the city and my intention has been to be helpful whilst, on occasion, putting Adelaide under a critical gaze.

Many people have helped shape my views, ideas and the conclusions of my three-month residency. Without them nothing would have been possible. I thank all concerned and especially the partners who made the residency possible (see Acknowledgements).

Aims

The aims of my residency were broad and sought to affect deep-seated change. I was asked to focus on how Adelaide's culture could evolve to enhance its creativity, so as to strengthen Adelaide's prospects economically and socially and, linked to that, whether Adelaide needs to rethink its civic governance. By culture we mean how the city thinks of itself, how it aspires to fulfil its plans and how it acts.

In order to address this brief in a more profound way, and move towards re-conceptualising, we need to stray into a number of areas with which the drier of the economically minded - and I am an economist by background - policy analysts or bureaucrats might feel uncomfortable: history, culture, psychology and mindset.

But this is essential if we want to create sustainable solutions. Their doubts are in part because these dimensions cannot easily be quantified or measured. Yet even organisations such as the World Bank acknowledge the centrality of culture to economic success and, as its Australian president once noted, this insight was a revelation to him.

A further warning lest this report stumbles early on. As the renowned American pollster Daniel Yankelovich noted: 'The first step is to measure whatever can be easily measured. This is okay as far as it goes. The second step is to disregard that which can't be measured or give it an arbitrary value. This is artificial and misleading. The third step is to presume what can't be measured isn't really important. This is blindness. The fourth step is to say that what can't be easily measured really doesn't exist. This is suicide!'

Outcomes

The outcomes the partners aspired to include:

- an increased awareness of the role, power and impact of culture, history, psychology and creativity among decision-makers in business, the creative industries, the community sectors and all levels of government

- a greater understanding, internally and externally, of the creative strengths of Adelaide in the world context

- to build stronger creative partnerships between the cities at the edge and the central city, so as to see Adelaide as an integrated, dynamic whole

- to identify and articulate the challenges facing Adelaide in becoming a more creative community

- to leave behind a clear set of strategies that can be implemented in order to meet the identified challenges and to position Adelaide more strongly nationally and internationally

- to instigate an agreed five year program of performance measures and review

The power of leadership

Era based leadership

Every era needs its own specific form of leadership and governance system to match prevailing conditions. In Adelaide's case, as this is a moment of dramatic change, transformational leadership is required rather than the skills of the co-ordinator or manager. Local leaders will need to move from being merely strategists to being visionaries. Whilst strategists command and demand, visionaries excite and entice. They will need to move from being commanders of their governments, businesses, institution or cultural body to being able to tell a story about the bigger picture, and where their entity fits in, so moving from being institutional engineers to change agents.

These leaders should provide answers for people in Adelaide concerning their personal, social and moral choices. Their story, whether it is about the future of their business, government or city, should interweave what their institution could be and how to get there. It also needs constant renewal through interplay between their constituency and wider circumstances. These leaders will anticipate trends, appreciate feedback and will encourage debate about problems and possibilities.

What are the qualities of leadership required now in Adelaide? There are ordinary, innovative and visionary leaders. The first simply reflect the desires or needs of the group they lead. An innovative leader questions circumstances to draw out the latent needs, bringing fresh insight to new areas. Visionary leaders, by contrast, harness the power of completely new ideas and get beyond the ding-dong of day-to-day debate. The task is simply to retell a compelling story of Adelaide so that everyone feels they have a role to play, however small or large.

Most importantly, it requires the courage to act decisively in the knowledge that some, if not many, will disagree. Secondly, to acknowledge that what is required goes well beyond one political cycle. Thirdly, to dare to be creative and inspirational. Lastly, to acknowledge that the transformation of Adelaide is a long-term process, with initiatives building on each other and where support is harnessed across vested interests, whoever may be in power at the moment. The approach to leadership and power that will unleash potential is likely to be one where those in power **trade their power for creative influence**. This means giving it away for the greater goal of achieving more.

How many leaders does Adelaide need?

Leadership is central to everything I have to say. This implies leadership at all levels. To make a city work, it is not enough to demand leadership only from government. Leaders come in many forms and often in unusual places: from communities, from business, from the cultural arena, from those concerned with environment or from activists of many types. Given Adelaide's history, government does play a special role in giving permission and providing opportunities for many to lead. Adelaide must ask itself the question: 'How many leaders do we need?' One, 10, 100, 1000, 10,000? Indeed, 10,000 represents only 1% of the population. In fact, the city already has many leaders and many are waiting in the wings. The challenge is to unlock their potential.

Leadership as civic capacity

Leadership needs to be treated as a renewable, developable resource. The process starts by recognising that boundaries blur, issues are multifaceted, and admitting we do not know everything even in our specialist fields. A culture that sees this as a strength has far more resilience and honesty. Partnership is thus essential. Creating a culture for leadership involves 'saluting those who have done extraordinary things and bidding them farewell, so that stepping down forms part of the norm. This is pre-condition to preserve long term commitment, to a vision, a goal, and a strategic plan. A community that creates that kind of leadership builds civic capacity - an infrastructure as essential as roads and sewers. Civic capacity buttresses community in time of stress and allows it to take bold new actions'.

De-personalising leadership is important because it ensures that good ideas - which are essentially strategic opportunities - are part of a common agenda rather than an expression of a single person. It allows a good idea to have many parents, and allows for adoption without difficulty. Institutionalising leadership helps it endure but involves planning for burn-out. It implies a process for training new leaders, and there must be leadership opportunities for young people to develop new skills, to usher out older leaders and honour them for their contribution while the community moves ahead with a new leadership.

Adelaide's drawing power: Dynamics of leakage and attractiveness

Mapping power configurations

The central challenge for Adelaide is to **increase its drawing power** and only by so doing will it increase its global position and begin to feature on various 'radar screens'. The city must assess the dynamics of attraction, retention and leakage as well as what deters or even repels people from Adelaide. All the power resources Adelaide has at its disposal need tracking.

Critical mass the biggest hurdle

In Adelaide people with a high level of ambition find it hard to realise their potential. It feels as though the pool of risk takers and thinking people is too small to stimulate people to achieve more. This leads to a leakage of talent and wealth creating possibilities. The only way to overcome this leakage is to develop and promote very strong niches where localised critical mass can be attained. Within these niches 'thick' labour markets might be achieved. Only large cities can generally create across the board strengths and associational richness that blast through global information overload. But smaller cities can achieve this through niche industries. Adelaide achieves this in the wine industry. Wine research, production (and consumption!), distribution and representative bodies agglomerate here.

Within globalised markets industries do not need to be large, but they must operate globally to be competitive.

Drawing power is a multi-dimensional concept. It includes hard and soft factors as well as economic, social, cultural, environmental and iconic power. There are also sources of power within niche sectors. For example Venice would score highly in heritage power. Venice's heritage buildings may not only attract tourists but also inward investors. A high quality university may be selective and attract talented students from interstate or overseas. Other sources of potential power include research specialisms such as wine, defence or sustainability in regions that are also strong in these areas.

A city that can bring in outsiders to attend events such as conferences can create spin off effects as people get to know the city.

The criteria to assess drawing power are critical mass, identity and distinctiveness, innovative capacity, diversity, accessibility, security, linkage and synergy, competitiveness, organisational capacity and leadership. A diverse economic structure can increase local resilience to external shocks; diversity in the population can harness both economic and social benefit, the diversity of the urban setting can create richer experiences and cultural diversity could be an expression of cosmopolitanism.

A city's overall drawing power needs to take into account how the different spatial areas operate as an interconnected competitive system, including the city centre, the inner city areas surrounding it, the residential suburbs, the outer residential and industrial areas, and edge of town.

Types of power

There are different types of drawing power. They can include economic competitiveness, factors that encourage immigrants, the quality of schools, the quality of housing, crime rates, cultural provision, or social cohesion. Policy makers face dilemmas in identifying the drawing power of a place. Should they focus on the external investor or tourists? Should they emphasise development in the centre, city fringe or outer suburbs; or concentrate cultural facilities within the city core, or emphasise flagship projects or community development projects in the suburbs.

Economic drawing power looks at the economic performance of the city measured in terms of levels of employment, levels of R&D, new business start-ups, disposable income and standards of living, annual numbers of tourists and visitors, retail performance, property and land values as well as global orientation, exports and patents.

Social drawing power assesses the level of social capital. A socially vital and viable city is characterised by low levels of deprivation, strong social cohesion, good communications and mobility between different social strata, civic pride and community spirit, tolerance of different lifestyles, harmonious race relations, and a vibrant civil society

Environmental drawing power involves ecological sustainability in relation to variables such as air and noise pollution, production and disposal of waste, traffic congestion, green spaces and natural beauty.

Iconic drawing power focuses on architectural distinctiveness, the power of symbols associated with a city and the quality of the public realm.

Cultural drawing power focuses on the level of attractiveness of a city, the extent to which it projects a 'uniqueness' that is not replicable. It includes a city's capacity to be known for particular activities, such as the status of various institutions like the museum, the theatre, concert halls or festivals, and where they are located in national or international hierarchies. It involves a 'trendiness' or 'hipness' factor where a place is known to be contemporary or leading edge.

Political power focuses on the level and importance of legislative functions or government institutions based in the city and State. If these relate only to city and State then the position is weak. The more national and international institutions based in the city the better. Similar assessments apply to quangos, professional associations and lobby groups.

A city must have drawing power and must understand in which territory it is competing. It can then develop strategies to strengthen itself and capture territory.

Capturing territory

An international connections strategy makes it possible for a city to accrue power by 'capturing a territory'. It can become the central location for an activity or association or focus on an area that others aspire to. Environmental or sustainability could be this territory. Yet to gain from such an asset it needs to be known about, tangible, self-evident and transparent. As the sustainability agenda rises, Adelaide could become powerful if it is bold, thus making the city an attractor of resources and talent in this sphere, as Freiburg and Curitiba have done.

Managing decline gracefully

The rise and fall of cities

A short reminder to re-emphasise the urgency of the task ahead. Some cities rise up and achieve moments of glory that are often long lasting. Others decline and fall and fade into insignificance. Their resources run out - see Burra; they are now in the wrong place - see Liverpool, Glasgow or Calcutta; for some, war contrives to make them lose power as happened to Berlin and Vienna until recently. Some miss strategic opportunities - see Hong Kong. They are badly managed and led - see Buenos Aires. Some manage to exploit the residues of their past glories, such as Venice or Florence, by becoming tourist destinations, but their real dynamic has long gone. Decline mostly takes time and happens

by imperceptible steps. Each small moment in itself does not matter, but when the steps are taken together it matters dramatically.

All over Europe there are cities in inexorable decline. In Britain, see Liverpool, Glasgow, Sheffield, even Newcastle. At first sight this seems counter-intuitive. They have brash new buildings, cultural icons, they resonate still in the imagination. Yet there are whole streets that can be bought for $30,000. The regeneration is very partial. When we look at the underlying economic and social dynamics they are falling away. Growth on a yearly basis has been half that of the South East of Britain for nearly 30 years. If there were no subsidies there would be mayhem. Shored up by welfare payments, the decline is managed gracefully. In parts, life is quite pleasant, but the young, gifted and talented are leaving. Side by side there are areas of affluence, even the richest parishes in Britain, and poverty. A new class of quite well paid urban therapists and regeneration experts keeps them afloat. Statistically there are more social workers, more housing experts, more economic development specialists than elsewhere. This welfare industry makes life bearable for those who find it difficult to make it.

Avoiding decline

Adelaide must avoid this fate even though it has been said that 'Adelaide is at the cutting edge of decline'. It will do so only if it recognises there is a crisis, even though it mostly does not feel like one. Remember, too, that in Chinese the word crisis also means

opportunity. It is only with an eagle eye, big picture and detached view that the crisis can be seen and felt. That would jolt Adelaide out of complacency. Adelaide's good weather, the good food and wine, means that many are blinded. Life is comfortable and when life is too comfortable we tend to operate within our comfort zones. That is insufficient when the dynamics of the world around us is changing. Does it need salt to come out of the tap to understand the effects of salination and the need for a green perspective? Does it need a riot to recognise disadvantage? Can we not see the worst before it actually happens and when remedies are too late?

Too many people are still coasting. There is a danger of nostalgia about all good things past. There is a need to lift the game, move into another gear. The bridge has burnt behind us and now there is a need for leaders to paint or light up a coherent picture of a future that inspires.

Adelaide's psychology

Why psychology?

Cities have a psychology. We undertook a psychological profiling exercise to help understand Adelaide's personality and how it might effect its future. We wanted to get behind the well-worn phrases such as 'good at talking, less good at walking the talk', or 'good at thinking, less good at acting out', 'something is stuck and energy drained'.

Psychology matters. It is not the froth on top: it determines what we do and achieve. We know that individuals have personalities and character as do organisations, which determine how well they do. Someone who has ambition, confidence, scans their operating environment, has a purpose and sense of direction and skills themselves up appropriately is more likely to succeed than someone who lives day by day. The same goes for organisations. Those who assess their markets, look for gaps and identify niches where they can slot in and drive those opportunities tenaciously tend to make their mark.

Success is based on our psychological make up. If we are at ease with ourself as an individual, exude a sense of self-confidence and are open minded it helps us communicate with others, grasp possibilities and attract others to us. Or consider a successful team. They agree on common aims, focus on joint goals and pursue targets with vigour over the long term without changing their minds.

Is there an urban psychology?

It is easier to talk about people and organisations in this way. What about cities? They are an amalgam of people and interests coming from diverse trajectories, often pulling in different directions. Do they have a composite character or psychology that pushes them forwards or holds them back? Cities are mixes of intensely personal histories, culture and much more. Yet in spite of acute differences at the level of detail we can discern overarching trends and proclivities that rise to

the fore. These become the approach or style with which a city operates, that grounds itself into organisational cultures and determines who we allow to become leaders of the community. These leaders, in turn, reinforce habits, often pushing the ambitious upstarts away to make their fortunes elsewhere. In this way a city reproduces itself in its own image.

Consider the differences in the way we think of cities. Take New York and New Yorkers, and how they think of themselves and we think of them. Its pressure cooker quality, based on continually performing, generates ideas, projects and tradeable services that etches itself into the psyche of the people - for good and for bad. Consider London - that odd mix of tradition, creativity and eccentricity where having ideas is easier than making them happen. Or Sydney, a place whose atmosphere is brash, 'can do' and achievement driven. Melbourne, by contrast, seeks to achieve, too, but with more considered pace.

The psychological roots

What about Adelaide? What emerged from a psychological profiling exercise was, unsurprisingly, that the history of Adelaide's foundation has shaped its idea of itself and how it subsequently goes about its business. There is a combination of idealism and necessary pragmatism; a mix of conservatism and occasional radicalism; a reforming zeal that can deteriorate into debilitating self-criticism and discussion of detail, thus losing a view of the bigger picture. There's a sense of high-mindeness, a self-conception that it

is caring, ethical, reasonable, and a view that, in the end, Adelaide is really better than all those other upstart cities that have sacrificed a good quality of life in order to chase gaudy ambitions.

There is also a tendency to be self-satisfied, introverted and defensively positive about itself. Adelaide is a city that speaks far more passionately about the negatives rather than celebrating achievement. It is a place where the 'tall poppy' syndrome appears worse than it should be - and that can freeze at the point of decision making, where fear of failure has too much influence. It is a place that always thinks it is smaller than somewhere else and has an inferiority complex, which some say makes the city feel suffocating rather than liberating.

There is a **culture of constraint**. Good at talking and less good at doing. Good at deflecting along the lines of 'good idea, but wouldn't work here'. A sense of trapped energy. A preference for order and perfectionism for which the Light plan of the city stands as the supreme emblem. Yet it is a place that knows it needs to contrive opportunities out of nothing in order to survive with few natural resources. So within this settled order creativity is occasionally allowed to burst out, exemplified by the Dunstan era. Historians say, though, that the initial difficulties in settling Adelaide, where government had to bail out the city, has affected the psyche. So people feel more than 160 years on that they still need to **ask for permission** to do things, as if there was the need for the leader to say 'go for it'.

Implications of Adelaide's psychology

Some might argue this is mere dinner table tittle-tattle without relevance to strategy and choice making. Not so - it has deep-seated, urgent implications. Some may find these conclusions uncomfortable and resist. They take pride in Adelaide's quiet settledness; they think of its sleepiness as a virtue that contributes to the city's quality of life. This is true in part, yet this quality of life will be sustained only if there is also wealth creation and entrepreneurialism at every level.

How will Adelaide's mix of attributes pan out for the city? Our current era demands that cities are open to the world, alert, willing to foster creativity on a continual basis, take considered risks and able to pick their niches carefully and push them tenaciously.

Adelaide has no shortage of ideas but these gain momentum to some extent and then tend to hit a firewall. This wall has a number of components. The rules are one barrier, resourcing at times another, cumbersome governance arrangements are a third. But the underlying engine that creates the barriers are the more subtle ones noted above. In part it concerns confidence. A stakeholder meeting with 70 people revealed this in sharp relief. In considering the question of 'what really matters' in Adelaide seven of 10 tables reported that confidence was the key. This may be understandable given former shocks to the system such as the State Bank collapse, whose impact seems to be fading into history; the fact that the Grand Prix was 'stolen' when Adelaide was playing it fair; or that the MFP, the 'white

knight' to propel Adelaide into a high tech 21st century, failed to take off.

So a major challenge for Adelaide is confidence and the need to feel more relaxed about itself and less defensive. It could start by no longer promoting itself with adjectives such as 'sensational Adelaide' and projecting itself simply as 'Adelaide' - and allowing that to speak for itself. Melbourne does not promote itself as 'marvellous Melbourne' or Sydney as 'super Sydney'. They tend to let achievements speak for themselves.

This lack of confidence was confirmed through other interviews that showed people in leadership roles lacked confidence. Interestingly this lack of confidence expressed itself in smaller things such as how to do a presentation, how to run an interview, or how to challenge someone else. This focus on detail shrouded and clogged up their capacity to look at the bigger picture issues such as the health of the organisation or where Adelaide is going.

Adelaide as if it were a leader

Within organisational theory the currently accepted canon is that successful organisations display transformational leadership. If we consider how Adelaide comes across in these terms and how it is affected by its psychological makeup, what do we discover? Transformational leadership has four main qualities. The first is a set of idealised attributes and influences that highlight charisma and the capacity to be a role model. The second is inspirational motivation that challenges

people and allows them to achieve more than they thought. The third is intellectual stimulation, which challenges the status quo even if it seems to be working. The fourth is consideration focused on compassion and the desire to mentor and nurture. Most of these qualities are concerned with what we call emotional intelligence. Adelaide scores well on the fourth, it lacks somewhat on projecting charisma and does not score well on being inspirational or challenging the status quo.

Effecting psychological change

How do we effect or change a psychological makeup? At its simplest there is a range of ways of changing behaviour or mindset: shock tactics; rewards and incentives; coercion through force or regulation; through education; by convincing through argument; spelling out the outcomes of no change; mentoring; showing by example how others do well; devising a clever program of smaller achievable goals that, as they unfold, raise expectations to do the ever bolder; and finally to create and publicise aspirational models that make the future sound much better than the present.

The shock tactic technique was tried by the Economic Development Board by spelling out the economic crisis. This worked to some extent, but in a context of complacency this approach generates resistance and even an element of disbelief. The broad themes could not get across an immediate threat with a direct impact on a person's life, such as personal bankruptcy, losing the family home or some other loss. This 'Rethinking Adelaide'

report implies a long-term threat - but also is unlikely to get a direct response as a reader would not know what to do the next day. Therefore the final section spells out a process and provides a set of staging posts to move forward.

On the regulatory front much can be done to open up the environment from the gridlock of over-caution and excessive risk management control caused by worst case scenario thinking. For example, if incentives were given for people to be creative it would lead people and organisations to tread new pathways and establish new preferred routes. This would need to be supplemented by full-on education to spell out why certain futures should be preferred and why a 'no change scenario' will not work.

What this tells us is that any cultural change strategy needs to combine the 'jolting technique' and seduction by a leadership that focuses on the gains to be made through change. This cultural, psychological change program involves:

- 'Giving permission' to be imaginative
- Breaking the pattern that operating within a comfort zone is sufficient
- Creative visualisation of possible futures
- The notion that you can realise your dreams in Adelaide

The results of the psychological profiling confirm the different types of analysis undertaken, such as what was discovered in focus groups, one to one interviews, and larger group meetings where perhaps 300 people took part. Interestingly they confirm an unusual exercise where we looked at the urban form of Adelaide through the eyes of feng shui, the Chinese version of geomancy. Feng shui assesses the energy system and flows of places. The analysis for Adelaide revealed that much energy is dissipated and unfocused, especially because of the very wide streets.

Building confidence

The main challenge is to build confidence. This needs to happen at a number of levels. First by spelling out that Adelaide has an interesting future, as interesting as - though different from - its interesting past. Second, by making success visible. This should start with initiatives the city knows it can achieve. For example, making the arrival at the new airport distinctively Adelaide through high quality architecture or by planting vines. It might be bringing a network such as that on 'educating cities' to base its Asia-Pacific hub in the city. These smaller, easy and cheap to implement initiatives then need to build up to goals that are more difficult to achieve. **'A strategy of smaller steps and occasional imaginative leaps'** should be the approach.

Rethinking Adelaide

Re-conceiving Adelaide

Learning to be a city

We must reconceive what Adelaide is - as a construct in our perceptions; in terms of the images we have of different parts; in terms of understanding its economic and social dynamic; how its physical linkages work together, and as a governance structure. **Adelaide needs to learn to be a city** and think on a bigger scale by moving away from town thinking.

Metro Adelaide: An interlocking asset

We know the city centre has a lot to offer and that the hinterland can be a difficult experience but, unless we connect the greater Adelaide, synergies and value added for all cannot be created. We need to assess what the edge gives to the centre and the centre to the edge. Unless we see the whole we cannot be strategic about Adelaide's future and subsequently will make bad choices about the future. We need to see the special functions and role of each part of the city. The convention centre is rightly in the centre, as is the State Library, the SA Museum and Art Gallery of SA, as are sophisticated services. These are things the edge wants from the centre. Yet the edge is the market place for the city core. It provides clients, workers and much more. Sadly, in policy terms, we jump too easily from planning for the city core to planning for the State, leaving metro Adelaide forlorn in the middle.

In taking an eagle eye view of Adelaide, and in rethinking its shape and size, it is clear that metro Adelaide is an interlocking whole. Economic, social and cultural dynamics and connections interweave from the outside in and inside out. No place is completely an island unto its own. And some connections seem counter-intuitive. Wine and food from the North and the South laces its way through the CBD to international markets, adding value in the process as graphic designers, marketers and lawyers do their work. And in reverse, those living and working in the core rely on the rest of Adelaide for their well-being.

This suggests that there is a different map of Adelaide - a dynamic one, where hot stops and trouble spots may be found in unlikely places. For example, who would have thought that the greatest cluster of PhD's works in the North; or that a main productive hub of the creative industries is in Kensington. And what about the locations where world class inventions are generated, products made and services provided? Does IT drive the new economy or does manufacturing generate the need for IT? If it is the latter, the clusters in South and North have a different significance. Manufacturing sounds dour, old-fashioned and out of step. In Adelaide's case, though, it is manufacturing that appears to be driving innovation. Seen in this way a different picture emerges which needs mapping if policy priorities are to be set and investment undertaken.

Overcoming stereotypes

Take the images we have of parts of Adelaide. We see the core as the true Adelaide, as it is its place of origin. Protected by the parklands, and for some these represent a separating moat, we feel a certain grandeur and quality. The far beyond into the West, North and South is where much goes downhill in terms of perceptions. Yet these **stereotypes do not help good strategy:** a flat, faceless North full of 'povs' until we reach the Barossa; or Western suburbs that are culturally diverse, but apparently problematic. There are many zones of transition and gentrification pressures as people clamour to live near the beach, and a hippy, beachy culture once we get beyond the built up area in the South and jump over pockets of disadvantage in Hackam and Christies Beach. There are younger aspirants in the inner Western and Northern suburbs, while the Eastern suburbs and inner Southern suburbs are overloaded with the posh. Yet the fates of each part of the city are interdependent and intertwined. The success or failure of one effects how the rest operates.

Look at perceptions of Elizabeth, which slide on the scale from negative to dreadful. But 50 years ago, when it was founded, Elizabeth was a typical Adelaide idea full of pragmatic idealism, planning and assertive, confident government. It was then the best public housing and education that could be offered and represented world best practice. It attracted migrants, companies and investment that fuelled an era of economic growth. Fifty years on that plan has exhausted itself. The things that then provided the solutions are

now the problem: Declining infrastructure, urban decay and social dislocation. Decision makers, rather than feeling glad they do not live there, should instead consider 'what is the next 50 year horizon?' or set of ideas that taps the dynamics of the age.

The answers to recreating that industrial part of Adelaide, and others, too, in Marion or Port Adelaide, lie not in the way we have done things in the past, but in understanding what it means to be globally competitive.

Rebuilding industrial zones in Europe or America is far easier with markets of 250 million people close by. They need to be creative, but **Adelaide needs to be doubly creative given locational disadvantages**. What was best in the 1950's needs to be best in the 21st century and well beyond current best practice. This implies infrastructure beyond rail, road and air, including IT and other connective tissue that links business, universities and governments. It needs also to provide an innovative milieu where entrepreneurialism and having ideas is considered legitimate in order to build intellectual and knowledge capital. **Good soft and hard infrastructure underpin productivity growth**.

Rethinking Adelaide

Adelaide as a physical construct

At last Adelaide has addressed the question 'when will it ever end?' It has taken a stand on the boundary, even though worrying voices from the development industry are beginning to claim 'None of our children will ever be able to buy their own house', as the cheap land has historically been on the edges. Yet in the future this may not be true. In the short to medium term there will be little growth and, as Adelaide reconfigures towards the beach and into areas of more intensification, there may be swathes of existing suburbia that become relatively cheaper in price. We know that the 1/4 acre block, although much loved, is not loved by all. There is a good enough proportion of people who have little problem in living with higher densities, and that group is growing. Space is a relative thing. Big box developers claim they need swathes of car-parking. That's fine, but how come we in Europe manage with less than half as much and complaints are few. So space is there to reconfigure the city. Yet new release areas continue to crawl over hillocks and valleys, disembowelling the landscape within the existing boundary. The more radical question is shouldn't the boundary be brought back? And shouldn't the notion that there is a boundary be made more public.

I drove the length and breadth of Adelaide, this 90km long city, from Aldinga Beach to Elizabeth and many places in between, and the clock measured 480km. Is Adelaide too big? Just think of Adelaide's footprint. Adelaide is more than half the size of London, with a seventh of its population - and London is not a very dense city. Is Adelaide going to continue to spread? Are all the Southern beaches simply going to merge into one? Will the identities of each of the smaller communities evaporate into a seamless sea of housing? **Cities work well when they have boundaries, barriers and borders**. It helps define who they are. It gives places stronger identity. It also forces them to become more compact and dense, so creating the critical mass for more lively activity to occur.

Creative people want vibrancy and Adelaide needs as many vibrant hubs and nodes as possible so people can interact more strongly. These must be hubs where the public and private mix and interweave, not places where public facilities from libraries to civic centres are added onto retailing so that they feel like an apology. That is the feeling one gets at Marion, where the interesting cultural centre looks somewhat forlorn near an ocean of car parks. On that score, how did it come about that the train station in Oaklands Park was never connected to the centre? No wonder public transport usage is so low. Too many stations are in the middle of nowhere, and even with new developments such as Mawson Lakes the line passes by, but has no stop. The stations were not chosen strategically. Normally cities grow around transport nodes where multiple uses are layered in - civic uses, retailing, offices, services, culture and entertainment and much more.

If Adelaide wants to be more sustainable it is going to have to address public transport urgently and think about attractive light rail that is a joy to use, so making it feel like a desirable option to aspire to rather than an option for those who can't afford a car. The stops along the way, such as with the proposed route to Port Adelaide, are ideal nodes to build up a critical mass of activities. This provides a chance for Adelaide's creative designers, cultural planners and business people to create places of real significance and imagination that entice people to stop, linger and lead a public life rather than retreating into domesticity. A stretched city costs more environmentally, in the provision of health services, and in the development of infrastructure. Think, too, about the social costs for the community. How do we build communities when we are physically so far apart, especially those at the edge?

Boundaries can reshape our sense of place. Think of Playford. If it were the end of Adelaide those at the edge would have a view of nature. Its desirability would change, as would its aspiration and mix.

We should not underestimate the psychological impact of infrastructure development. The central points are:

- There are small opportunities for growth and intensification, so we should not fritter away this limited potential. **Any development needs to be done well with quality and good urban design** if it is to contribute to Adelaide's capacity to attract and retain talent, and to project itself as a 'city of style'. The ordinary is not good enough in prime locations. If you build badly you tie up land and the visual landscape for 50 years. Visual pollution should be taken seriously. The next opportunity to get it right is in Port Adelaide with the release of 15 hectares around Newport Quays.

- With limited growth, development should be lumped together. **Selective intensification is the catchword** and these points will then strengthen hubs and quarters. As the streets are so wide the city feels empty, and it makes you think there is less going on than there is. Thus, compacting the existing fabric without growth is another option through ideas such as boulevarding, which a number of plans have already suggested.

- **Areas that have potential should be reassessed**. If the industrial dynamic of the North and areas of the South are strong, this should reshape our view of infrastructure investment and hub development.

Adelaide's built environment and health

Following their combined efforts to improve living conditions in the overcrowded and disease ridden cities of the 19th century, the disciplines of public health and urban planning went their own ways. Only recently, after many decades, have they come together again with growing concerns about inactivity and subsequent obesity, as well as other chronic diseases from hypertension to diabetes. A third of Americans are obese and two thirds overweight. Australia is the fourth worst country in the world with 21% of its population obese.

In September 2003 the two leading American public health journals, The American Journal of Public Health and the American Journal of Health Promotion, had special issues on the effects of the built environment on health, and how the design of cities can foster health inducing behaviour. Their argument can be summarised as 'it is time to shift to communities intentionally designed to facilitate physical and mental health'. The situation is stark: in the US only 2.9% of trips are made by walking, down from 10.3% in 1960. Walking and cycling now accounts for 6.3% of trips. In continental Europe, by contrast, figures range from 35% to 45%. This is impacting on life expectancy. A battery of evidence from around the world is suggesting that cities that encourage incidental walking and cycling have higher levels of health. The relationship between built form and weight is clear - those areas with more sprawl and fewer sidewalks, thus encouraging greater car use,

lead to higher levels of obesity. Additionally, those of greater isolation lead to higher levels of depression. The results point to forms of settlement that are ideally more dense and compact, where facilities from public transport to shopping are nearby.

How does this relate to Adelaide? It reinforces arguments made from different perspectives such as urban design and cultural vitality that suggest making cities more dense has positive effects.

Adelaide as a governance structure

Decision-making is not geared to seeing the metro area as an integrated whole. What is Adelaide? In terms of governance it is the golden mile and the surrounding parklands. Seen in this micro light, everywhere beyond is another place and the importance of Walkerville, Prospect, Salisbury, Playford, Marion and Onkaparinga grow. By contrast, in terms of operating in these geographical spaces as a resident or business, Adelaide is a contiguous spread that is metro Adelaide bounded in the North by Playford and in the South by Onkaparinga. Having local councils is fine as long as there is a mechanism to look at the whole. The further you move from Adelaide the less important small distinctions matter. What is Walkerville with 8000 voters to a Parisian, Burnside to a Roman or Marion to someone from Shanghai? They are just Adelaide. If it matters that Adelaide projects itself more firmly onto the international stage, then Adelaide is the overarching identifier - the brand. For this reason the fate of Onkaparinga

or Playford or Salisbury must matter to the city of Adelaide and, in reverse, the fate of the centre matters to outer lying areas. Like Siamese twins, they are bound together.

When we overlay other decision making units onto Adelaide the picture and boundaries become even more complex. For example, State legislative boundaries, Federal boundaries, the boundaries of the health boards and those of water or education and the offices of the North and the South. The attached map shows **the ensuing decision making spaghetti**. Many argue that South Australia is probably over-governed and that rationalisation is likely to be a good thing. This matters not because although tidiness in itself may be desirable, the more central question is 'do the structures foster strategic, effective and efficient decision making?' Do they allow metro Adelaide to operate as a city rather than as a series of parishes?

Over time cities continually reshuffle boundaries to maximise the need for overview combined with the need for very local detail - for example, the need to make decisions at the level of international importance as well as whether to cut down a tree. We know, too, the arguments about being close to the voter and distant from them. Yet in the end the decision must be that which is good for Adelaide to sustain its wealth creation capacity, that brings the lifestyle so adored and trumpeted. For example, the City of Adelaide will tend to be more inward looking if it is bounded by the parklands, as will the circle of municipalities around it. If these were a unified central belt perceptions would change, as would

the recognition of the North and the South if they were unified wholes. There would be arguments, of course, about where to fit Port Adelaide or Glenelg. But as a simple idea North, Central, South makes sense as a governance structure.

A metro governance arrangement makes sense despite the possibility it could threaten the power of the State, yet Adelaide needs to operate at the metro level if it is to play a more active international role. The same problem emerges in many cities around the world struggling with the same dilemma. Dublin is too big for Ireland, so the government resists the creation of a Greater Dublin authority, but Dublin is too small for Europe to operate effectively as a major European city.

Re-mapping Adelaide

Maps create insight

By reconceiving Adelaide a different picture emerges, which needs mapping if policy priorities are to be set and investment undertaken. We need to map the flows of creativity, innovations, decision making, participation, use of space and potential. We need to more strongly integrate economic, spatial, innovation and cultural dynamics. The best mappers in the State are the planners. Their focus is largely on land use patterns and socio-demographic trends.

This is fine as far as it goes. Yet when other dimensions are also mapped, occasional insight occurs. The flow maps of industrial dynamics show how Adelaide interconnects and that there is mutual reliance. The maps showing where creatives live confirm much of what we already know. They move to areas of character and distinctiveness, and there is a strong correlation between places on the heritage register and where they live, often in live/work accommodation. By contrast, though, many creatives work in areas of little architectural merit, such as surrounding the DSTO. Does this mean we need to build character around these areas? Does this mean Elizabeth becomes a new hub requiring contemporary quality because it doesn't possess heritage attributes? Or alternatively, is Mawson Lakes the answer? The maps confirm the shift to the beach and water, but does this mean that property values in parts of the plains will relatively decline, so becoming the new areas for social housing and alleviating pressure on the edge?

Many maps exist, such as of the value contours of the city, but these do not appear to be looked at from a holistic perspective where planners, economic strategists and the social or culturally minded interpret together what the policy implications are. Occasionally a flash of recognition or insight occurs through new mapping, such as with the map of decision making spaghetti. So far, interpretation is too firmly viewed within isolated disciplines. The attached graphs show examples of some more unusual maps.

Industrial
Residential
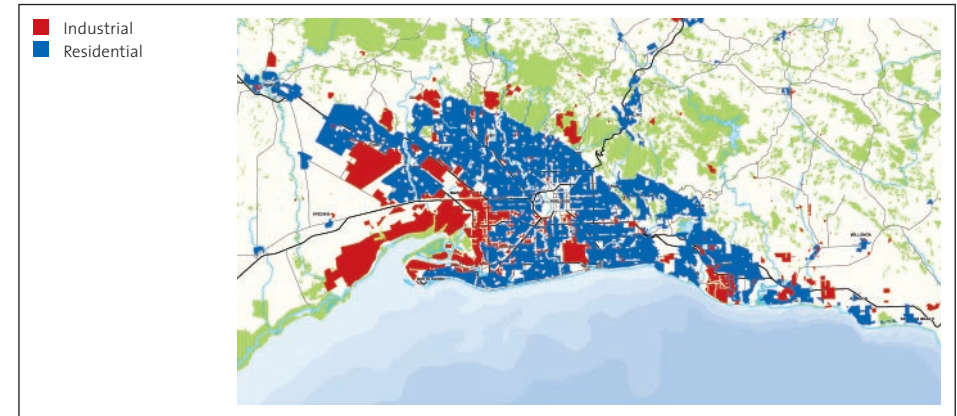
Traditional mapping always locates north at the top of the map, for the purposed of Re-mapping we have turned the map on its side.

The map above now puts greater emphasis on the city as a metropolitan whole situated between "Hills" and "Sea" rather than the traditional focus on north and south.

We believe this simple Re-mapping principle assists in gaining a fresh perspective on many for the issues explored during this residency.

Rethinking Adelaide

Character zones
State heritage listings
University Qualifications
- residential

Character zones
State heritage listings
Creatives - work
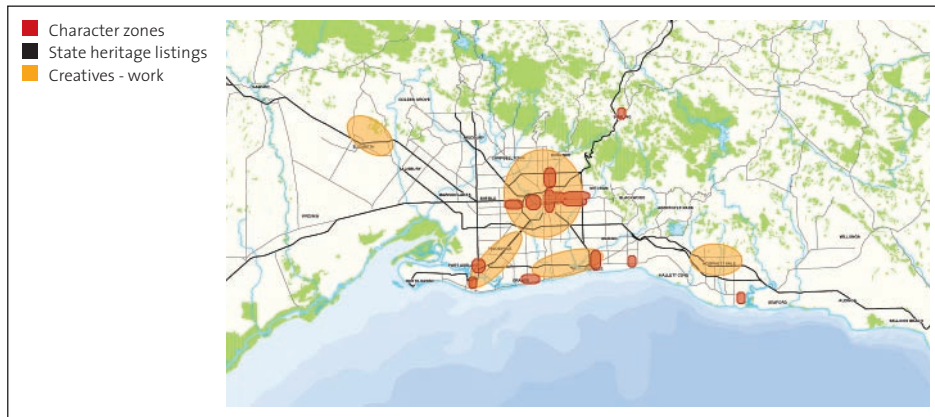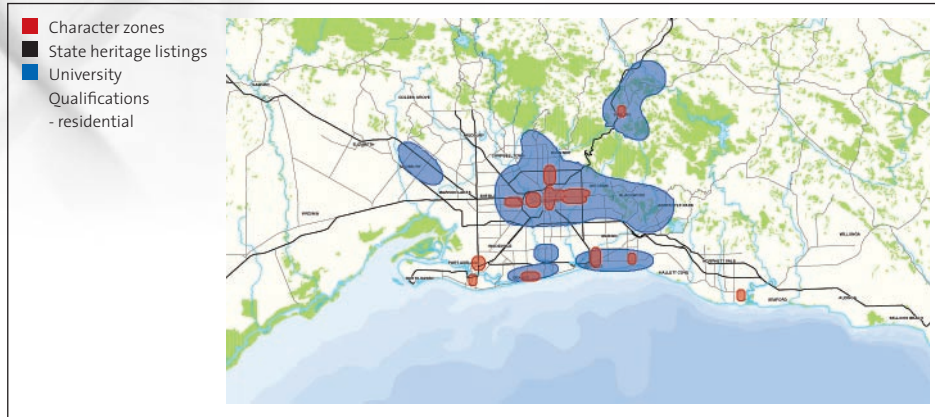
The maps above graphically show the relationship between the quality of life and residential choices made by people with higher education qualifications and those areas of the city where most of the "Creative Class" work.

[the "Creative Class" include industries such as: graphic/industrial/fashion designers – film/television/video/music producers – multimedia developers]

Lisbon
Copenhagen
Adelaide
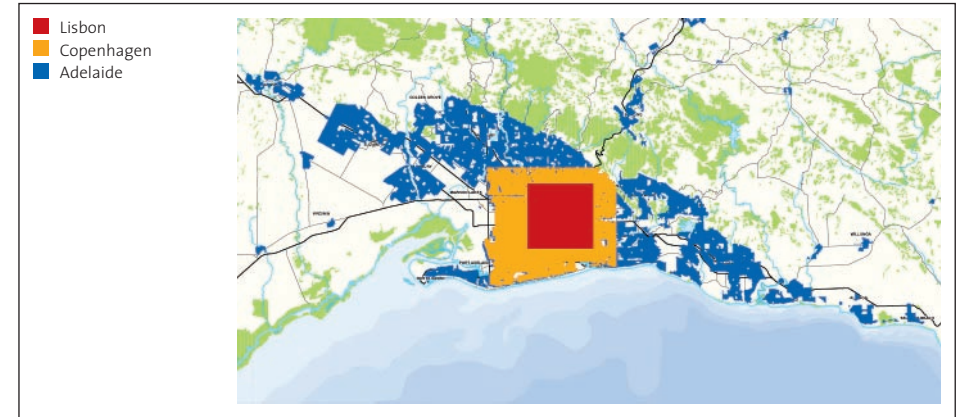
A major issue for Adelaide is the spread of the metropolitan area and the lack of critical mass that results from this low density.

The map above shows graphically an approximation of what land area would be taken up by Adelaide if its current population was concentrated at a similar density to two European cities, Copenhagen and Lisbon.

Rethinking Adelaide

Wine regions
Services
Supplies

Car Manufacturers
Suppliers
Services

Above is a graphic representation of how interconnected the car manufacturing industry might be across the metropolitan area with the two car plants linked by the supply chain of components etc and services such as graphics, marketing, accounting and legal.
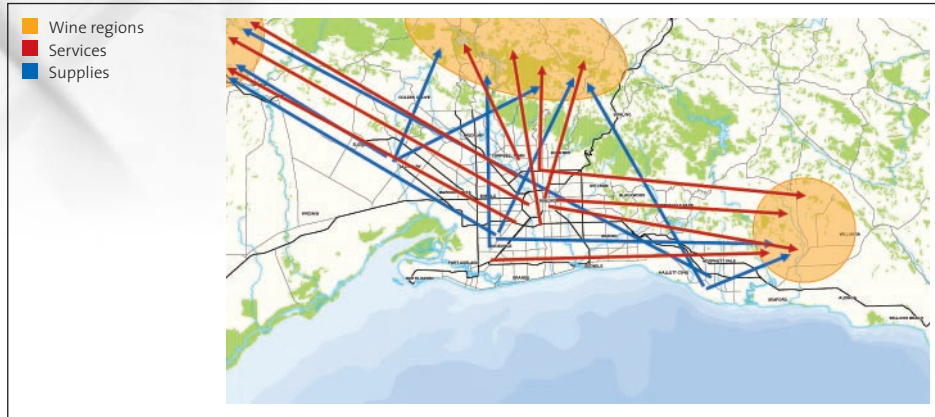
The wine industry provides an interesting case study of how connected the city is with the hinterland. These schematic diagrams show how the metropolitan area provides both goods from its manufacturing areas and services from its business nodes.

The wine product also 'flows' through metropolitan Adelaide to local, interstate and overseas markets via road, rail, air and sea.

Rethinking Adelaide

Creative Class - National Comparisons

Region	Central	Plains	Outer	Nat Average
Creative Professionals	20.4%	13.7%	13.4%	16.3%
Super Creative Class	10.3%	6.9%	8.0%	8.9%
Creative Class	30.7%	20.6%	21.4%	25.2%

The State of the Regions report compiled by National Economics for the Australian Local Government Association includes a comparison of "Creative Class" ratings as a percentage of employed persons in the region. The classifications, creative professionals and super creative class are based on the work of American Richard Florida.

Creative professionals are those engaged in creative work but within non-creative industries such as low technology manufacturing.

Super Creative Class are those creative workers who are employed in creative industries such as design, computer gaming, film/television and multimedia.

The resulting Creative Class rating is the total of the two classifications.

From the figures shown here it is interesting to observe that:

- Adelaide Central is above the national average while the Plains and Outer are marginally below

- Adelaide Central has a higher concentration of Super Creative Class than the Plains and Outer which is consistent with the focus of creative industries in inner city areas while creative professionals often work in manufacturing industries located in the outer suburbs

Rethinking Adelaide

Legend:
- ■ OECD Low
- ■ OECD Medium low
- ■ OECD Medium high
- ■ OECD High
- ■ Industrial land

The map above, based on data provided by the City of Playford, shows industries in northern Adelaide rated according to OECD technology classifications.

The graphic shows that the majority of industries fall into the low or medium technology classification range and only a small number of medium-high and high classifications.

This graphic and the data previously shown from the State of the Regions demonstrates that Creative Professionals are employed across all areas of industry not just in high technology businesses.

Rethinking Adelaide

Local
State
Federal
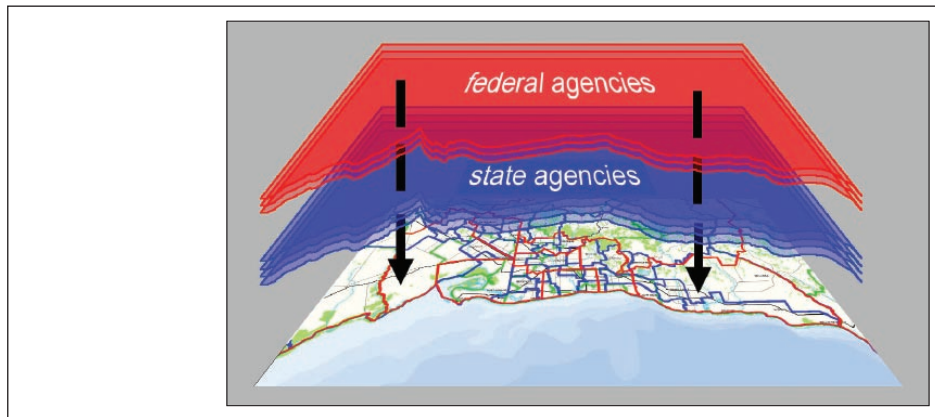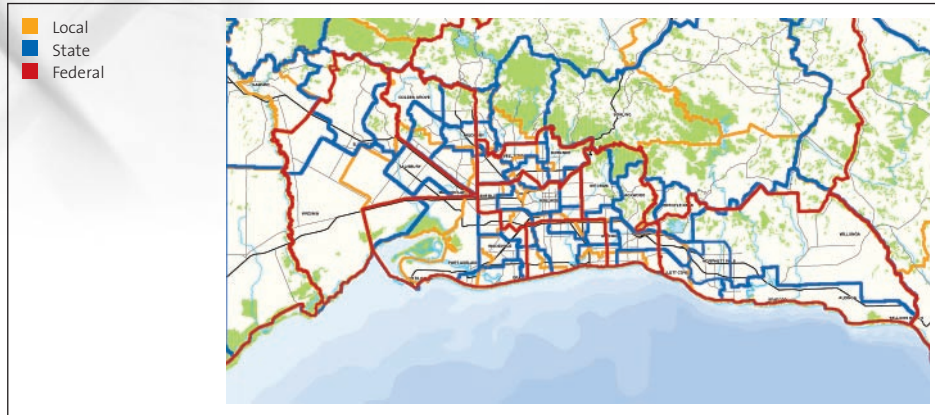
The maps above show the layering of governance and decision-making that are in place across Adelaide. The top map shows the "spaghetti" of local, state and federal electoral boundaries, representing 74 different councils and electorates.

The lower diagram represents the further layering of decision making and authorities that an urban concept might pass through before implementation.
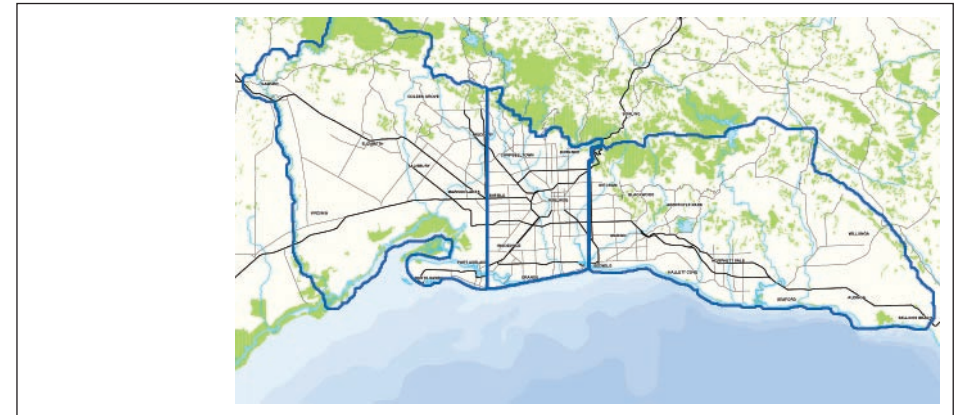
In comparison to Adelaide a single Council administers the city of Brisbane. While this is perhaps not possible in Adelaide, perhaps the local government boundaries on the Adelaide plains could be consolidated into three large councils covering the northern, central and southern regions of Adelaide.

Re-aligning: Getting rules to work for vision

Vision should create rules

Adelaide has always been good at ideas, plans and visions, but often the rules system does not catch up with vision. There is a misalignment between ambition and rules. Thus often **rules determine policy, strategy and vision rather than vision, policy and strategy determining rules**. As someone noted, 'each hurdle created is a response to some disaster in history', and too often rules are based on worst case scenarios. This is further entrenched by indemnity and personal liability legislation which encourages individuals to export their risk and that risk usually ends up with public authorities making them cautious.

There are other legal traditions whereby risk is personal or community owned, where individuals take more responsibility for their actions. In addition there is legislation that causes constraints unrelated to risk. Each discipline has its rules or legislation that exist to safeguard special interests. For example, consider a highway. Highway engineers have rules, as do environmental services or planning. Disability legislation, too, effects what can be done. Yet each discipline applying their rules does not make a good city. This highlights the need for a completely different type of collaboration, whereby rule makers come together to create the best solution possible by being imaginative in bending and adapting rules to fit good city making.

There are numerous instances of this dilemma. For example, Adelaide City Council wants the city to be walking and cycling friendly. It suggested providing free bikes, an emblematic initiative that projects greenness imaginatively. It was blocked for legal reasons concerned with responsibility for accidents and the need to provide certification that users could ride a bike. The idea is currently aborted. In making a city more bike friendly many countries have adopted the 'advanced stop lane' (ASL), which allocates to bikes at traffic signals an area in front of cars, making the cyclist highly visible to motorists and giving them a head start. This improves cyclist safety. The design for this facility is not covered by 'AusRoads Guide to Traffic Engineering Practice Part 14 Bicycles'. Few councils are willing to take the risk of implementing a design not covered by AusRoads. Only a very few have ignored this advice, as did Melbourne. A recent proposal for a separated bicycle path along Grote St/ Wakefield St. was caught in a similar situation. Transport SA said that as the design was not covered by the rules of Part 14 Guidelines it would need Ministerial approval.

Similar blockages happen in encouraging pedestrian priority. For example, zebra crossings, thick black and white stripes adopted in many countries, give pedestrians the right to cross the road without pushing a stop button, with the onus on the motorist to stop. Current Ministerial regulations prohibit their installation in South Australia in all circumstances. Equally 'shared use zones' signal to motorists that usually a lane is likely to have high pedestrian flow and that they should drive at slow speed. Councils are, however,

not allowed to introduce these without Ministerial approval. These are also unlikely to be forthcoming for laneways, because there are guidelines that must be followed that mean a 'shared use zone' has to be curvilinear - impossible for Adelaide with its straight lanes.

Another instance shows how difficult it is for Adelaide to reflect 'audacity, capacity and vivacity'. When residents wanted to close part of their street on a Sunday in order to enjoy themselves and celebrate by bringing out barbeques and to listen to music, they encountered a range of problems, including indemnity insurance in case anyone hurt themselves. It was not possible to simply put up a sign that said: 'You enter this area at your own risk'. In the end the council had to provide a grant to cover insurance, at which point the residents were disenchanted and the spirit of the event deflated. Many of these rules rest in the power of the State or other public authorities and could be changed.

A corrosive effect on imagination

This attitude effects everything we do whether in the public, private or community sectors. The injured child, where it is inadvisable that it is consoled by the teacher touching or cuddling them; the plastic gloves that need to be put on when you buy food; the sausage sizzles put on by a voluntary group to raise money that were threatened because once someone got food poisoning; the cooking students who cannot watch a famous Adelaide cook at work in case they slip in the kitchen.

This generates a culture of constraint where common sense is squeezed out. Two forces are working in parallel. There is a more litigious, suspicious climate that can generate a level of paranoia, yet that leads to a loss of human interaction. The other is that whilst occupational health and safety committees rightly focus on risk at work, there is no equivalent committee that looks at creative possibilities at work. As a result we focus on danger and not opportunity. Common sense might mean taking a creative short cut or thinking out a better way to handle things.

The dominance of risk aversion is happening precisely at the moment when management theory argues for breaking down hierarchies to enhance self-responsibility so in theory encouraging risk taking.

Many rules are small yet cumulatively erode initiative. Many rules can be overcome, and the State can play a central role by thinking though imaginative regulation. Importantly, much is to do with attitude and perspective: an attitude that says 'yes, how can we achieve this' rather than 'but there might be a problem here'. An attitude to legislation that is less legalistic and more concerned with problem solving; an approach focusing on the spirit of the law rather than its letter; an understanding that saying 'open up rules' does not equate to deregulation but rather to finding the right rules for the right circumstances.

Rethinking Adelaide

A lively session with several hundred public servants at an IPAA seminar threw out a cascade of interesting ideas that are easy to implement. They include a disposition to strike a redundant regulation off the books each time a new one comes on; to allocate, say, 0.5% of budgets to known risky projects; new recruiting criteria that assess innovative capacity of the individual; a creativity index as part of the annual performance assessment; placing an innovation item on agendas, as there is one for occupational health and safety. There may even be a program such as happened in Huddersfield's Creative Town Initiative where a business leader gave £750,000 (A$1.8m) to a program matched by the city to come up with 2000 innovative ideas by the end of the year 2000. These could be in any field from running a crèche in a new way to developing a business idea. The result of this thinking would be a reframed approach to risk management, thus renaming the current policy statement as **'risk and opportunity policy'** where each side of the coin is equally validated.

Although the currently proposed policy uses the word opportunity, the way it is being implemented appears to focus predominantly on risk and problems. Indeed, the linked government seminar only has risk topics and none on possibilities. Linked to this there needs to be a cluster of incentives to reward creativity and innovation as well as to mentor people through failure.

Regulation as a source of creating added value

The same twist in perception can apply to regulation. Normally we think of incentives as the driver, yet adroit creative regulation can be a driver to sustained economic growth rather than becoming a constraint. One thinks here of Emscher in the Ruhr in Germany, which used high environmental standards and first mover advantage to drive forward the growth of its environmental healing industries now employing over 50,000 people, largely in exporting. Michael Porter and Claes van der Linde's long term study of how green regulations have encouraged company innovation is further evidence of the possibilities of using regulations. By refocusing attention to resource productivity, Adelaide could copy this approach to generate, say, hypercars and much more. In what other areas beyond the green agenda can Adelaide use regulations in this way?

Re-valuing hidden assets

Adelaide has many assets that are under-exploited. Some are obvious, such as the fact that the river frontage is not used given that its views are the best in the city. With its north facing aspect one would expect that a café culture would have developed, for example, from the Festival Centre to the Convention Centre. Equally, the South Australian Museum has what is reputedly the best indigenous collection in the country, but the local Kaurna culture is not in itself all that evident in the city.

On a technological front, it is surprising that the connection between the solar car challenge and local car manufacturing has not been made. One would expect solar car research to be a high priority in South Australia. Other asset losses are often more to do with being self-effacing or not picking up opportunities. A recent example is that Adelaide was offered four matches in the Rugby World Cup in 2003. This was negotiated down to two as there was no confidence in filling the arenas. In fact Adelaide's matches were the first to be sold out and created a buzz and vibrancy in the city for several days, aside from their economic impact. There was neither confidence nor understanding that 15,000 itinerant fans would watch any match anywhere. There are many other hidden assets, but let us focus on the more invisible such as soft infrastructure.

Soft and hard infrastructure

Thinking infrastructurally requires an understanding of the connections between hard and soft infrastructure - the one focused on the physical, the other on enabling infrastructure and connective tissue that makes creative milieu or clusters work. This requires an understanding of how an innovative or creative milieu works, containing the necessary pre-conditions in terms of 'hard' and 'soft' infrastructure to generate a flow of ideas and inventions, as well as downstream products. Such a milieu is a physical setting in which a critical mass of businesses, entrepreneurs, intellectuals, knowledge creators, administrators and power brokers can operate in an open-minded, collaborative context, and where face to face interaction creates new ideas, artefacts, products, services and institutions which, in consequence, contributes to economic success. These are supportive places where people stretch themselves.

'Soft' infrastructure is often neglected because those with a narrow view of economics often do not know how to quantify the precise economic value of the system of associative structures and networks, connections and human interactions that underpins and encourages the flow of ideas between individuals and institutions. These networks may need a physical base or set of mechanisms to encourage ideas exchange, such as the now closed Centre for Innovation, Business and Manufacturing. This encouraged joint mentoring, professional development for management, and testing and trialing opportunities.

The network capacity that lies at the heart of the creative milieu requires flexible organisations working with a high degree of trust, self-responsibility and strong, often unwritten, principles. These include a willingness to share and to contribute to the success of the network for the greater good. The health and prosperity of the creative network largely determines the prosperity of each individual company or creative initiative. Unless the milieu thrives, the inspirational flow that comes from being part of it dries up. Pure self interest causes the milieu to atrophy. Trust is a central feature of the way a creative milieu operates. A culture of collaborative competition is a precondition for such an environment to

work. As can be seen it means going beyond two views, the one where government is the sole driver of creating a climate and the other which assumes that 50 year horizons just happen when the market does its thing.

A battle is raging within the inward investment community about the relative weightings of soft or hard infrastructure. The conclusions from our review of the influence of culture and creativity on the location decision-making of inward investors are that:

- Culture is a "soft" location factor, yet "hard" cost-related factors still dominate the location decision process - even in today's knowledge economy;
- Such "soft" considerations are more important for particular types of inward investment projects, where the attraction and retention of high-skilled people is important;
- The 'soft' considerations are not a driver in location selection per se (except when the project is a creative industries project) but can affect the decision after the "hard" factors have been addressed;
- In a tie-breaker situation where there is little to choose between several locations, 'soft' considerations become a "must-have" factor for locations aiming to attract and retain high skilled personnel (when quality of life/quality of place is an issue);
- There is the possibility that with the emphasis on "hard" facts in a current environment, it is unlikely that a decision-maker is ever going to admit to being influenced by "soft" factors such as culture, as they cannot quantify this to decision makers and stakeholders.

- Richard Florida's work on the 'Rise of the Creative Class' has given new credibility to soft infrastructure arguments and the urban settings that encourage creativity.

Ideas as tradeable services

Adelaide is known for ideas and talking, but turning ideas into action seems difficult. Rather than being negative, another approach is to ask how can Adelaide's ideas generating capacity be turned into tradeable services. Is there a way of reconceiving the value of events such as the Festival of Ideas in terms of evaluating its downstream effects or impacts enabling us to see the grant for it as an investment. Equally, could new events be developed such as a 'festival of innovations' whose income generating spin-offs could be more easily assessed? What, also, is the value of research or services that universities provide? Is there a net income to the State? Can policy knowledge be sold, traded and exported? Industry codes are insufficiently fine grained to assess how well Adelaide is doing on this score. This is another focus for re-measuring if we are to assess the real economic dynamics of the city. Could Adelaide also project itself as a neutral territory where conflicts are mediated, or policy or social innovations are explored? This is something Helsinki has achieved in part, and which partly sustains its conferencing industry.

The core meetings and conference infrastructure where ideas are exchanged exists in Adelaide and performs well. It punches beyond its national weight. Yet there is little attention to assessing how more can be made

from existing events to add value to Adelaide. Too often insufficient effort is made to coax opportunities out of events attracted to the city, with the focus on getting the hospitality and organisation to work rather than using the attendees for the broader benefit of Adelaide. There is nobody scanning the events coming to the city and working through how to maximise their potential and capturing downstream benefits. This is a waste, given that the hard work of getting people there in the first place has already happened. **Adelaide needs to drag more out of opportunities given its low resource base**. The change in focus needs to be from creating value chains to creating value loops that are self-reinforcing.

Adelaide as an experimentation zone

Adelaide is a place for trialing and testing commercial products. If it works in Adelaide, it is said, it will work anywhere. Is there not a way of extending this idea well beyond and projecting Adelaide in this way? The notion resonates well as it implies trying things out, being open, creative and original. It chimes with the city's history of social and legal innovation and may be a means of bringing resources to the city. It could be an Adelaide thing. For example, Wellington in New Zealand has been used to trial IT solutions, so giving the city an early entry head start. Could Adelaide do the same? The city is already on the agenda for trialing green solutions: what are the other sectors?

Neglected industry sectors: Well being, the green economy and creative industries

There are three obvious sectors where it is surprising that Adelaide has not made headway: health and well being; the green economy; and the creative or cultural industries. The key issue is to see these in industrial terms, so emphasising supply chains, market and export opportunities.

Many people have already noted the potential, but in the case of **health**, when an opportunity audit was undertaken in 1999, it was sidelined as narrow sector interests tried to control limited outcomes. This is old thinking that does not understand how clusters work and that more is gained by sharing power and outcomes than operating in a silo. Taking an eagle eye view of health possibilities it can be seen how a set of seemingly disparate economic activities can be brought together, but not controlled, by the medical profession or health ministry, for instance, even though both would play an important part. They include holiday and reconvalescing resources, projecting the city as a place to recharge batteries and linking this to its quality of life advantages such as organic food, even coming to Adelaide for a facelift. That's in addition to core issues such as Adelaide's capacity to provide operations perhaps at a lower cost; highlighting specific Adelaide medical specialisms or research strengths, long distance diagnostics or care for the elderly. Some of these reinforce Adelaide as an ageing place, but the beauty of projecting the strategy as 'well being' is that it can tap the interests of younger audiences, too.

Rethinking Adelaide

The **green agenda** needs to rise up the priority list. The broader legislative environment alone reinforces the notion that 'greening' should be a key focus for Adelaide. Similar increasingly stringent guidelines for waste recycling, energy efficiency and green transport alone has driven the growth of environmental industries, as has growing eco-awareness resulting in dramatic shifts in lifestyle patterns over the last decade. Adelaide is known for the quality of its food and wine production, but it could draw stronger links between food production and health, and build on the uniqueness of indigenous "bush tucker" as a sustainable food industry.

Sustainability creates jobs and the opportunities for involvement are endless with several markets still open, many of which play to the region's traditional engineering strengths. These include applications as varied as pollution monitoring devices, waste pelletisation techniques, the development of new insulation materials, new environmentally targeted software, component manufacture or sub-assembly for wind and wave energy, as well as maintenance work on large renewable structures or plants. The range of innovations required and expanding markets demand that this sector becomes a priority for economic development. Adelaide must focus on the industries of the future where there is a discernible market, and especially where traditional skills and talents can align with new research based activities.

Identifying the sector properly requires taking a differentiated cut through the Standard Industrial Classification (SIC) codes in a similar manner to that required for quantifying the creative industries. Once undertaken, the power of this often under-recognised sector becomes more apparent.

Crucially, Adelaide needs to signal iconically that it is in the green field. For example, the public sector owns thousands of vehicles. Within the next few years, as replacements schedules take hold, the target should be to have the most energy efficient fleet by whatever means, with an appropriate balance of electrically or LPG powered cars and larger vehicles. One needs only to think of the impact of a mass of green electric cars and perhaps even green taxis suitably sloganed moving around Adelaide. This would send out many other subliminal messages.

Adelaide could be the first city in Australia to seek to pull environmental initiatives together in a designated area identified as an **environmental zone**, whose impact could be strong. One might consider innovative branding devices such as clustering different subsidies, say for recycling or the use of renewable energy into sub-areas such as a street, and marketing them as 'recycling street' or 'zero energy road'.

Adelaide would include other components such as a **green industrial park**, perhaps modelled on one in Hamm, in Emscher Park in the Ruhr, where business, retailing and conferencing facilities intermesh. Imagine a centre for estuarial research looking at the potential of river mouth and sea, offices and factories specialising in green products sitting cheek by jowl with green retail outlets such as a recycled building materials depot or architectural salvage, perhaps also coinciding with a weekly organic market. There could also be a venue for green-related events or seminars.

For Adelaide to claim it is a creative city it will need to focus on the **creative or cultural industries**. These are among the fastest growing in the world and are drivers of the new economy in London where they represent more than 10% of GDP. In the US they have overtaken aerospace as the largest export industry. Significantly, encouraging these industries in Adelaide and South Australia is one of the most powerful means of enhancing the city's and State's identity and distinctiveness, while simultaneously creating employment, developing human skills and generating social capital and cohesion. In a globalising world where every place begins to feel and look the same, it is cultural products and activities that mark out one place from the next - difference, in this sense, creates competitive advantage.

What are the cultural industries? Arts, culture and creativity are slippery terms and refer to that bundle of activities where creativity is a prime condition of their existence. They include music (classical, popular, folklore); the visual arts (painting, sculpture, public arts and the decorative arts); the indigenous arts (music, painting, crafts); the publishing sector based on writing and literature (books, magazines, newspapers); the audio-visual and media sector (film, television, photography, video, broadcasting); the performing arts (theatre, dance, opera, live music etc.); the emerging multimedia sector (combining sound, text and image); crafts; cultural tourism product; and the cultural heritage sector (museums, heritage sites and cultural events such as festivals and commemorations). They sometimes also include those sectors in which the creative input is a secondary but crucial means of enhancing the value of other products, whose marketability and effectiveness would otherwise be lessened. These include design, industrial design and fashion, and the graphic arts, including advertising.

Thus, in analysing the cultural industries as industries, one is concerned not only with the front end of creative production - the ideas people or performers - but also those who have to turn ideas into products, those who market them and those who provide outlets for cultural products to be seen and sold. Looking at the sector in this way one can see unusual impacts. For example, Adelaide's conference industry developed strongly on the back of many people who did their training organising events for the Festival Fringe. The cultural industries traditionally have not been

taken seriously. Historically they were seen as insignificant when viewed against the backdrop of the rest of the industrial economy. The situation has changed, as they are now seen as part of the information or knowledge economy and their substantial contribution to the economy is increasingly recognised by policy makers around the world. Culture has traditionally been viewed by governments as a fiscal cost and has been associated with subsidies and tax incentives aimed at promoting national cultural policies, rather than as a productive sector of the economy. Seen as an industry, the links between the subsidised and commercial sectors are far more sophisticated, with the grant sector often acting as an R&D zone for the mainstream.

There should be an audit of what exists, assessing the gaps and opportunities emerging and then acting upon them. **The research proposed** has the overall aims to make explicit the current economic and social contribution of the sector; identify impediments to industry growth in each sector; explore the linkages between the cultural industries and the macro-economic policies of the State's economic strategy; and to propose industrial growth strategies for each sector and for the cultural industries as a whole. Furthermore, the study should introduce the cultural industries as an important sector in their own right; describe the dynamics of the cultural industry sectors, such as film and television, music, publishing and the crafts; assess whether there are significant niches within international and regional markets that can be exploited; make recommendations on the development of the cultural industries to the various ministries

and the industries themselves, as well as get the sectors to see themselves as an industry; provide a template for the collection of further statistics and set a benchmark for future monitoring and evaluation. In comparison to other Australian states, such as Queensland where the link between innovation policies and the creative industries is embedded, Adelaide is far behind.

Smart linkages

Adelaide, with its narrow resource base, must focus on developing smart linkages to create added value, such as with wine and science, the built environment, and health and its related fields. We focus here in more detail on one: science and art, now referred to as Sci-Art.

The beginning of the 21st century has finally seen a rapprochement between the two great ways of exploration, discovery and knowing: art and science. Adelaide should consider the concept of a Sci-Art Lab to build on this, bringing artists and scientists of all kinds together to work in a structured environment on projects of mutual discovery and ultimately benefit. The Sci-Art concept is based on the premise that the most fruitful developments in human thinking frequently take place at those points where different lines of creativity meet.

I have confidence in this idea given the success of the Sci-Art competition in the UK, funded initially by Glaxo-Wellcome, where I was a judge. Over the years this brought together more than 2000 artists and scientists working in partnership to combine their insights and

ways of thinking to solve problems and come up with innovative ideas. The Sci-Art Lab concept takes the competition many steps further. It would provide an environment in which teams of artists and scientists could cross-fertilise in order to create a hothouse effect, generating new products, services and business opportunities along the way. The Lab would encourage people and projects to go through the whole cycle of production from ideas generation, to trialing and testing, to production, implementation and marketing.

By sharing their creativity, ways of knowing and knowledge a Sci-Art Lab would create the context to enable scientists and artists to enrich and maximise each other's potential, and so encourage innovation. The Lab's ethos should be firmly inter and multi-disciplinary. The methods of exploration and problem solving encouraged would combine the linear, analytical and logical as well as the visual, kinaesthetic, spatial and musical. These synergies would promote new forms of creativity resulting in ideas that could be turned successfully into profitable products and services.

The Lab would need to forge close links between academia and industry, drawing on a diversity of talents with different competences and skills bases. The Lab could provide a unique environment for research and development of Sci-Art projects and, by bringing a number of these under the same roof, unexpected spin-offs and a multiplier effect would likely occur.

The Sci-Art Lab could become a centre of Sci-Art intelligence. It could scan, monitor and evaluate existing collaborations between artists and scientists worldwide, as well as foster new collaborations that have a potential for application. It could nurse projects from an initial idea to financing and implementation, acting as mentor and advisor.

The time is now because the powerful new concepts being developed by artists and scientists working together are potentially as ground breaking as those that launched the industrial revolution. Sci-Art activity has begun to break down the widespread mutual incomprehension between the arts and sciences. But this is not the only barrier to development. Funding sources also tend to operate within one field or another - very rarely in both, and even more rarely in joint projects. The same is true in education, which usually divides the arts from science. There are growing doubts whether the education system is adequate to meet the needs of the emerging knowledge based economy, where growth and competitiveness depend less and less on natural resources and more and more on people's cultural resources and creativity. A particular concern is the under-recognised role of the arts in driving innovation. This idea will work only if it is pursued with tenacity and adequate resources, and not half-heartedly.

A similar logic to that described above could apply to any 'smart linkage' project.

Indigenous potential

In some places in the city of Adelaide there is evidence of Kaurna culture and heritage - the most symbolic in some respects is the Aboriginal flag in Victoria Square. More subtle is the naming of parks and the dual naming of Victoria Square as Tarndanyangga and the River Torrens as Karrawirra Parri. The Council has named more than 23 parks with Kaurna names.

However Adelaide is the home of the National Institute of Aboriginal Art - Tandanya which is something which could be more strongly promoted and connected to the other cultural institutions in the city and state. The SA Museum has the largest collection of Aboriginal artefacts in the world and a recently opened Aboriginal Cultures gallery.

Yet there is also little in the local environment to demonstrate the Kaurna heritage and very little to represent indigenous culture. This is an ideal challenge to Adelaide's creative imagination.

Re-measuring Adelaide's assets

Adelaide's strengths underplayed

Predominant measures of success and failure underplay Adelaide's strengths or often push the city into the wrong priorities. How is Adelaide currently measured? Largely through a raft of indicators that don't tap into its real

dynamics and, according to those indicators such as GDP growth, we see relative decline. These need to be taken seriously but they do not tell the whole story. A traffic jam in Los Angeles increases GDP, as does the resulting pollution that causes ill health or crime rates that jack up sales of security devices. GDP signals can thus point us into the wrong policy and investment direction.

Adelaide needs to define measures of success with an indicator system that relates to its vision of itself. If people and their capacity to contribute to Adelaide's future are the key, why do we not measure the costs of not investing in people. For example, the lifetime cost of an unemployed person is roughly $1million, while the lifetime benefit of a plumber is perhaps $1.8million or that of an accountant roughly $4million - an overall difference of $5million. The taxes paid might amount from $600,000 to $1.4million, and the cost of an educational program perhaps $100,000. The cost of asphalting one kilometre of a two lane highway is $1million. What ultimately contributes more to GDP? A newly-laid road or 10 transformed people contributing to the local economy, whose lifetime taxes more than pay for the road. Equally, what are the benefits of proximity and Adelaide being the 20 minute city, as contrasted to getting to work in Sydney or Melbourne. How much time is saved perhaps an hour a day by 100,000 people? This is the equivalent to either 2,500,000 days of free time or possibly working days. What is the value of this time?

If nurturing and attracting talent is central to Adelaide's future and we are worried about the brain drain, are we tracking leakage of talent? This might be done not only by tracking graduates that leave, but also mid-career professionals or through peer group assessment within fields such as the arts. In turn, are we tracking the talent coming in? **The indicator of indicators may be the 'talent churn',** because when we know we have talent we know there is a correlation between that and generating wealth, solving problems of social cohesion, or coming up with inventions and innovations. If creativity is key, are we measuring creativity or are we giving up because it appears too difficult at first sight, even though there is a basket of proxy indicators. Some of these are quantitative and others qualitative. These include those by Richard Florida, who draws on substantial data to develop a number of indexes that he uses to develop correlation matrices and rankings of cities. These include the:

- Creative Class Index - the percentage of creative workers in the labour force
- High-tech index - the size of software, electronics and engineering sectors
- Innovation index - the number of patents per capita
- Talent index - the percentage of college-educated people in the population
- Gay index - concentration of gay couples in the population (a proxy or lead indicator for diversity)
- Bohemian index - concentration of artistically creative people (artists, writers and performers) in the population

These are a good beginning, yet they do not highlight (nor do they claim to) the fine detail. This needs to be elaborated more specifically, including measuring international connectivity or density of communications assessed by telephone calls and Internet uptake, or levels of organisational networking. In the end, international peer group assessments of various fields of Adelaide in various fields is the most dependable.

More comprehensively, creativity might be assessed through a bi-annual **creativity audit** to assess the city's creativity potential. Such an audit provides a confidence building foundational stone as literally hundreds if not thousands of people emerge as the real drivers of an invigorated Adelaide. It is likely that they will represent clusters of achievement and potential. It is likely, too, that not all know each other and operate in silos. This is what emerged when we undertook such an audit in Helsinki. It would probably be the first time these projects have been seen in an integrated way as forming part of a milieu, representing a possible new leadership grouping of creative transformers. The mere mutual self-acknowledgement might generate a dynamic, as it could well be that a possible divide emerges between those concerned with the cutting edge of technology and business development, and those concerned with cultural activities or social affairs.

Re-igniting the passion for learning

Learning how we learn

Advances in knowledge about how effective learning works should drive educational policy, strategy and institution building and not outdated views that fail to deliver aspirations of the State, parents and teachers, and, most importantly, learners. Second, learning needs to be focused through the eyes of those wishing (or currently not wishing) to learn. This would imply a major conceptual shift in how, for example, schools work, what they look like, the role of teachers, who should be regarded as a teacher and what the curriculum should offer. This will be difficult given the weight of history, institutional inertia, union rules and surrounding bureaucracies more used to control mode rather than the enabling mode. Only then can we begin to talk about the idea of Adelaide as a learning city with some credibility.

Reinventing teachers means their self-conception should change from being knowledge experts to facilitators and enablers of learning. It means communicating to parents that the way they learnt in the past is in good part not the way we should learn in the future. It is often parents, with their desire to give their kids the best, who reinforce unhelpful patterns especially when they know SSABSA exams lie in waiting. Yet they often operate on the notion that 'what was good for me (or sometimes, in fact, was bad) is what my child should get'.

Education as currently defined cannot solve the problems of education. By putting the young person at the centre of learning, passion can by ignited by co-creating learning plans and the curriculum with interested stakeholders; by co-creating what schools look and feel like, and there are interesting examples in the UK (see Dulwich); by co-investing with other learning agendas that take place both in school and outside of school.

Some of the most effective learning outcomes happen outside school, such as The Shed project in the South where disaffected youngsters have become re-engaged through working on carpentry with older men. The current system does not encourage more of this kind of initiative. School takes up say five hours of a young person's time, yet we behave as if it were 24 hours. People could still be learning in the other 19 hours. We know many miss this opportunity and do things we prefer they would not. In part, as our focus groups with the young revealed, this disinterest is triggered by the lack of connection schools make with real life or young enthusiasms. By going with the flow and grain of enthusiasms we are more likely to bend results to good learning outcomes. This negotiation with the learner will always be about balance, trying to get them to see that whilst their desired focus might be web design, other areas such as history, maths, English or how the natural world works can be inspirational. This involves finding ways to connect web design to these other subjects. This overall re-focus could be the circuit breaker in the system that unleashes passion.

This shift implies rethinking what is the core of the curriculum and shrinking that down, so opening more spaces for opportunity. The broad priorities in learning in South Australia, which focus on 'identity, thinking, futures, communicating and interdependence', appears strong in framing how that learning should unfold.

There are a number of people in South Australia, educationalists in the ministry, teachers and others outside education but concerned with inclusion, who are working on these agendas, but they are in the minority. They have not reached critical mass. When they push these approaches they hit a wall of legislation and resistance from concerned parents. Those things now seen as obstacles often emerged initially for good reason, such as duty of care, safety issues or accountability frameworks. But now those same issues are creating constriction, restraint and even an element of infantilisation, taking away responsibility and the capacity for people to find their own ways to solutions. A climate must be encouraged that 'gives permission' to work around obstacles. There are many teachers with good ideas and nearly every school has an amazing glimmer of interesting projects, but too often 'it is the naughty stuff on the side'. Teachers say it is simply too hard to work against 'the system'. This system looms everywhere and is difficult to pin down - a rule here, a habit of doing things there. The way to overcome these barriers is to foster a more liberating environment which can be done by starting from the top, perhaps through a set of symbolic actions that show

that initiative is to be encouraged, that self-responsibility is good and failing with good intent is fine and may even be rewarded.

When teachers are brought up in an environment of constraint they provide a role model for pupils of passivity and powerlessness which affects those kids for life - an unfortunate set of attitudes for young people to endure in their rites of passage.

It is said that the average age of teachers of 48 is a barrier, as they will have learnt to do things a certain way 25 years ago. In part this is true, but not necessarily. The full immersion programs by the Learning to Learn department have had surprising results, often giving teachers different role models to work with and, in so doing, re-igniting their passions. In some schools, such as Bridgewater Primary or Elizabeth Vale, the results are evident, but problems remain when kids then move to high school where learning environments mostly have not changed. Passion is the key. When passion is tapped in learners and teachers there is a way forward, and then schools can be re-conceived as centres of curiosity and imagination and communities of enquiry rather than factories to drill in knowledge.

Re-kindling enterprise

Adelaide needs to remind itself of its enterprising history and capacity for entrepreneurship. As a place originally with no particular purpose, there were no natural resources waiting to be exploited. The city had to be clever and opportunistic. The process of history has let it downplay this entrepreneurial drive as a culture of constraint began to dominate. The Economic Development Board (EDB) report and Office of Economic Development (OED) are highlighting the issue.

The main difference between their emphasis and that of this report is that the culture of grasping opportunity that 'Rethinking Adelaide' advocates implies thinking of entrepreneurialism in broad terms: not only the business entrepreneur, but also those that work in the social, cultural and political field. Being enterprising or entrepreneurial is a mindset that draws on the ability to focus on creating opportunities and overcoming obstacles. According to our focus groups with business, entrepreneurial skills remain an issue. Whilst many younger people would wish to start up an enterprise, business or otherwise, they are ill equipped. Important steps are being made in selected instances, such as Salisbury High School's work in enterprise education, but obstacles remain. These include improving the image of being enterprising or an entrepreneur; getting schools to bring in outsiders to teach the skills; getting the public sector itself to appreciate the virtues of entrepreneurial thinking, both in its own domain and elsewhere; and developing a range of affirmative devices from competitions to prizes.

Re-investing in people: A home grown talent strategy

The talent agenda

The stark fact that several thousand younger people have basically dropped out reminds us of wasted talent. Yet Adelaide wants to be more creative, and the process of re-mapping, re-valuing and re-measuring will force Adelaide to reconsider its assets. **Harnessing the creative potential of local people has to be the defining core of Adelaide's reinvigoration**.

Ultimately, applied creativity generates the wealth and solutions that drive a city onwards. There is no other way. Every city and region wants to attract more talented and ambitious people. Cities can import resources and they need to; they can attract outside talent to refresh its inner gills and they have to; but most of all they need to achieve endogenous growth. Approaches to importing talent are tried and tested. Singapore's strategy stands as an example of what many cities and regions are trying to do. They also, of course, have a strong agenda to develop their domestic knowledge base. In essence they buy talent, perhaps a leading researcher and his or her team, or encouraging a company to relocate. They also have developed a notion of the creative city, whereby they seek to foster an environment where people want to come. They note that 'The future will nonetheless be very different from the past. In the knowledge age, our success will depend on our ability to absorb, process and synthesise knowledge

through constant value innovation. Creativity will move into the centre of our economic life because it is a critical component of a nation's ability to remain competitive. Economic prosperity for advanced, developed nations will depend not so much on the ability to make things, but more on the ability to generate ideas that can then be sold to the world. This means that originality and entrepreneurship will be increasingly prized'.

Significantly, the talent and creativity agenda relates to how we deal with the physical environment, connecting them to the issues about urban form and quality highlighted above. People who are creative demand more from the physical environments they live in, which is why the strategic planning framework and State Strategic Plan are so important. The rise and growing importance of the creativity agenda has profound implications for cities. Economic growth of innovation-intensive industries has now become interconnected with **the challenge of identifying, nurturing, harnessing, developing, sustaining, attracting and retaining talented and creative people** wherever they may be.

As Mick O'Neill has summarised well: 'This invites the question - what do these talented people look for in a place? Places which have the right qualities are more likely to succeed than those who do not, which may mean boom times for some cities, and obsolescence and decline for others. According to conventional economic theory, workers settle in those cities that offer the highest paying jobs in their fields. However, Richard Florida argues that creative class workers are more particular. Given their

mobility and the international demand for their talent they have choices. They choose cities for their tolerant environments and diverse populations as well as good jobs.

They look for places that offer many employment opportunities so thick labour markets, with a critical mass of companies are vital. Standard quality of life features such as plentiful outdoor amenities are a must. Yet these elements are necessary but not sufficient ingredients. Other less tangible features are perhaps even more critical. Talented people look for places that suit their lifestyle interests, with attributes well beyond the standard "quality-of-life" amenities. They seek an environment open to differences - places where newcomers are accepted quickly into all sorts of social and economic arrangements ("low entry barriers for people")'.

Talented people enjoy a mix of influences - different kinds of music, food, interesting venues, art galleries, performance spaces and theatres. A vibrant, varied nightlife, indigenous street-culture, a teeming blend of cafes, sidewalk musicians, small galleries, and bistros are all signals that a city "gets it". They also value outdoor recreation highly - both for their own enjoyment and as a sign that the place is amenable to a broader creative lifestyle'. What is true in attracting external talent is true for inspiring and keeping local talent - they also want environments conducive to inspiration.

Rethinking Adelaide

An Adelaide talent strategy is required because Adelaide has just over 1 million inhabitants and perhaps 250,000 are underachieving - some desperately so, leading a life that both drains them and Adelaide. Some may have merely missed out, others don't quite reach the next step of aspiration, and others again are just waiting for the challenge to achieve more. If just 1% of these people became transformed they would represent 2500 qualified migrants. And if 1% why not 2% or 3%. If all of us achieved 5% more than we are do already, this would equate to a greatly enlarged talent pool.

There are already many projects that have tapped hidden talent, but they tend to be one-off, short term, uncoordinated. They tend to be driven by either education or economic development. A successful example, though, is the program by Salisbury High that focused on getting pupils to be more enterprising. But we need to stretch ourselves even further. For example, it might mean re-imagining schools as different kinds of places - as centres of imagination - that are co-conceived in an equal partnership by kids, their parents, the teaching profession and architects. With these broader links to the community a different spirit could emerge. It might mean reconceiving what a school is - less a factory for learning and more interwoven with daily urban life. It could mean that a travel agent might act as the geography class, a well-being centre as the biology class, or that kids teach asylum seekers language skills. This means rethinking who our teachers are and what the role of traditional teachers should become.

There is a danger that if importing of talent is not combined with a homegrown talent strategy, disaffection and disenchantment could grow. Importing and overlaying ambitious newcomers into a setting where existing inhabitants have low expectations and aspirations can cause tension, as differences in achievement could create a 'have' and 'have not' situation.

Not everyone is equally talented, but everyone can tap into and express their talent more than they do. People, especially those with low expectations, often do not know they have talent simply because for a variety of reasons it has not been discovered.

A talent strategy seeks to address this problem. A useful device is to divide the talent generating process into five components in terms of helping policy making and defining projects. Each has different requirements and targets:

- Initiatives to help people become work ready or employable; clearly the role of cultural initiatives or arts programs can help and has so far been underplayed.

- Programs around helping people to become enterprising - this is the enterprise education agenda.

- Schemes to help people be entrepreneurial, such as by setting up a business.

- Projects so people can 'self-actualise', from which unexpected potential may emerge where cultural institutions or sports can play a key role.

- Creatively entrepreneurial initiatives that might lead to innovations and inventions.

Importantly the talent agenda is not a strategy for education, although education should play a central role. It is integrated and should involve an assessment of arts development, the programs and activities of cultural institutions, how economic development fosters talent, and how social affairs can connect to the agenda. The focus is not only on statutory provision, but also involves the activities of the private sector and voluntary bodies.

Justifying a focus on the arts

Increasingly compelling evidence shows that participation in the arts has profound impacts on educational achievement. Perhaps the most comprehensive research undertaken was called 'Champions for Change' where, over several years, seven longitudinal studies were completed. The results were startling. James Catterall, for example, analysed data on more than 25,000 students to determine the relationship of engagement in the arts to student performance and attitudes. The conclusions demonstrated that students with high arts participation outperform 'arts poor' students by virtually every measure.

A closer look at the lowest socio-economic segments showed that high arts participation makes a more significant difference than for students from higher socio-economic groups. He also found clear evidence that sustained involvement in particular arts forms - music and theatre - are highly correlated with success in mathematics (a pre-condition for success in IT) and reading.

Looking at out of school learning, Shirley Brice Heath spent a decade studying dozens of after school programs in sports/academic activity, community involvement and the arts. All programs showed that pupils were doing better than those not involved. To her surprise, the youth in arts programs were doing the best. Sceptical about the findings, Brice Heath looked more closely and found that participants in arts were actually from greater risk groups and found that characteristics peculiar to the arts made those programs more effective and had a greater impact on young peoples' lives. These studies, and others, showed why the arts change the learning experience.. They reach students who are otherwise not being reached. The arts connect students to themselves and each other, they transform the learning environment; they provide learning opportunities for the adults in young peoples lives; they provide new challenges for those students already considered successful; and finally, they connect learning experiences to the world of real work. Adelaide's 'Learning to Learn' program within the Educational Department has highlighted much of this evidence.

Areas to assess the potential to generate talent

An audit should be undertaken to assess how well exposure to the arts helps talent generation. What is the landscape of enterprise and entrepreneurial training? How far has education got out of the box? Is it imparting lifeskills such as how to be entrepreneurial? Are extra curricular programs being encouraged? How effective are they? How well is the educational system operating in Adelaide to tap talent, given that the arts on occasion struggle in the curriculum? Is the Artsmart program that links artists to schools sufficiently well resourced? How well is the arts development program doing? How well are cultural institutions integrated in fostering ambitions? Are their educational programs more focused on the young or on all age groups? Do pupils or students come to them, or do they go to them?

Do economic development programs have attached training initiatives within the emerging creative industries? Is there adequate business advice and mentoring for people in newer industries to climb the ladders of opportunity? Has social affairs considered the potential role of arts involvement in achieving their objectives?

The talent agenda is not only about youth, but also adults and members of the third age. By fulfilling their aspiration and potential each person can make Adelaide better, which means the investigation proposed above should assess provision for all age groups.

What is the best mechanism to drive a talent agenda forward? A dedicated Task Force made up of relevant departments? Or will that simply end up with a report in a year's time, which might be partly enacted in year two when momentum has evaporated? Is it better instead to accept the need and to devise a program and allocate resources across all departments to encourage talent and creativity?

Re-assessing creativity

Being creative

Legitimising being creative forms a key part of a talent strategy. Yet being creative has become a mantra for our age, as if saying the word repeatedly is going make people more creative. Overuse is in danger of making the term meaningless. Creativity does not drop out of the sky. Creativity is a kind of multifaceted resourcefulness and it is the process through which talent can grow. It is applied imagination using qualities such as intelligence, inventiveness and learning along the way. It is dynamic and relates to context: a project might be creative in one period or situation, but is not necessarily so in another. Although being creative is mostly associated with artists or scientists, in reality others such as those in the social, business, environmental, policy or political arenas equally need to be creative. Crucially, creativity is a journey not a destination, a process not a status. Every creative output has a lifecycle and, as time and experience of the innovation in action

unfolds, it will itself need to be adapted and reinvented again. Creativity involves divergent or generative thinking and is linked to innovation (applied creativity), which demands a convergent, critical and analytical approach, and ways of thinking that will oscillate as a project develops.

For Adelaide to call itself creative with integrity implies that individuals, organisations and the city as a whole need to create the pre-conditions within which it is possible for people to think, plan and act with imagination. **This is what being a 'yes' rather than a 'maybe' or 'no' city is about**. This means that Adelaide has to display qualities such as open-mindedness, make people feel it is possible to take imaginative leaps or think laterally, and allow people to take measured risks. If this is to happen there are dramatic implications for organisational culture and structure. **The creative city conceives and implements; creativity without implementation is merely talking about ideas**.

Creativity cannot be a slogan. It is not the easy option. Creative organisations are unusual, they tend to break down hierarchies and find new ways of organising, they are driven by an ethos, and balance rigidity and flexibility. Being creative is a mindset, and as David Perkins aptly notes: 'Creative people work at the edge of their competency, not at the centre of it.' This sits with difficulty in large organisational structures, and in particular public organisations, whose attitudes to risk are tempered by accountability issues, although these can sometimes be a cover for avoiding action. Risk, failure and bureaucracy

are uneasy bedfellows as people rarely acknowledge failure as a learning device. Failure is seldom total and elements of a failure may be useful for future projects. Importantly, we need to **distinguish between competent and incompetent failure**. Aversion to risk taking can mean that an institution has no internal R&D mechanism to weed out future failure. For Adelaide, which has a particularly strong administrative culture simply by dint of its large public sector, these issues linked to the creativity agenda pose strong challenges.

Where is Adelaide creative?

Adelaide says of itself quite often that it is creative given its association with the arts and being the Festival State. But how creative is Adelaide and what is its specific form of creativity?

In reality it is very difficult to assess how creative a city is. All we can say is that every city has creative people and, if conditions are right and embedded, more people are likely to be creative. Like any city of substance Adelaide has creatives. Peter Brain's work in applying the Florida criteria exemplifies that Adelaide does quite well, but it is not sufficiently fine grained. Is it possible to break down the kinds of creativity that are more prevalent? Clearly Adelaide has creatives in its areas of specialism, such as defence or wine. What is interesting is how creative it is in the arts. It seems that it does no better than Melbourne or Sydney in most areas, although it has specialisms in games, animation and independent film. Issues already alluded to, such as critical

mass; affect the hothouse effect in the arts here as elsewhere. Adelaide's festival is no more cutting edge than those in Melbourne or Sydney, which is not to decry what has been achieved but simply to try to be honest. Merely having a festival does not mean a city is creative, although it can mean one is good at attracting external creatives to perform in the city. Indeed, perhaps where Adelaide is really creative is in creating the welcome, so that festivals feel good in the city. Its **strengths may lie in organising, logistics and creating the setting**. These attributes have great financial potential and the fact that Adelaide punches above its weight in conferencing is evidence of this capacity.

The creative divide

We know that the more successful creatives cluster in places of distinctiveness and that **the geography of creativity is lopsided**. Many areas, especially in the outer suburbs, suffer as there are not enough creative possibilities. The danger is that if we focus too strongly on places that are already strong a creative divide might develop, rather like the divide between the information rich and poor, or income rich and poor, or the poorly networked and highly networked. For this reason the overarching talent strategy is targeted at groupings in all locations. This should include a networking strategy for the poor, because if they know only each other they might not have enough role models to emulate.

Valuing different forms of intelligence

The challenge of a creative city is to value and link different forms of creativity in the environmental, political, economic, social and cultural spheres. Western societies have tended to value some forms of intelligence over others, particularly the scientific-linguistic, so a belief that there is only one intelligent form of knowing has seeped into the fabric of our institutions. This linear thinking breaks down everything into component parts, arguing that logical reasoning is the only sound basis for decision making.

New knowledge is constructed on that restricted foundation and becomes caught in its own inner logic, so that organisations self-select people who exemplify the same thinking they already have access to. This blinds people to other ways of knowing, such as people who operate through unexpected connection, simultaneity and flexibility. Education systems have been slow to recognise the validity of multiple intelligences in the curriculum. Compared to cognitive-linguistic skills, other forms of intelligence-spatial, visual, musical, bodily-kinesthetic, personal, psychological and interpersonal-remain marginalised. The written word is vital, but there are vast unused resources that we can tap into. For every goal there is an appropriate set of intelligences to be applied.

We can tap into Adelaide's opportunities creatively only if we apply different understandings, perspectives and interpretative keys. Different cultures and periods favour some blends of intelligences over others. In early industrialisation, learning reflected the machine image of the age and valued rote learning. More industrialised and post-industrial societies value logical-mathematical, linguistic and intra-personal forms. In an age of creativity, all forms of intelligence need bringing into the picture as sources of inspiration and vehicles for expression of thought, information and theory. A drawing can express a thought, a piece of music echo a political sentiment, or a film expound a vision. The new communications media are forcing us to recognise the role these intelligences already play. We should be making more active use of them.

When creativity is seen in these broader terms it is more possible to develop systemic change and to see what systemic creativity is.

Re-considering the learning city

Adelaide creates an oversupply of graduates, so by definition it is already an 'education city'. This is fine as far it goes. The more worthwhile and exciting prospect is for Adelaide to be a learning city. What does this mean? We know learning and education need to move centre-stage to secure our future well-being - and especially so in periods of rapid, yet consistent social transformation. Only if learning is placed at the centre of our daily experience

can individuals continue to develop their skills and capacities; organisations and institutions recognise how to harness the potential of their workforce, and be able to respond flexibly and imaginatively to the opportunities and difficulties of this paradigmatic period of change we are living through; cities act responsively and adapt flexibly to emerging needs; societies such as South Australia understand that the diversity and differences between communities can become a source of enrichment, understanding and potential.

The challenge for policy makers, then, is to promote the conditions in which a 'learning society' or 'learning city or community' can unfold. A learning society is much more than a society whose members are simply well educated. It goes well beyond merely learning in the classroom. It is a place where the idea of learning infuses every tissue of its being and is projected imaginatively: a place where individuals and organisations are encouraged to learn about the dynamics of where they live and how it is changing; a place which on that basis changes the way it learns, whether through schools or any other institution that can help can foster understanding and knowledge; a place in which all its members are encouraged to learn; and finally. and perhaps most importantly, it is a place that can learn to change the conditions of its learning democratically.

Rethinking Adelaide

A true learning city is one that develops by learning from its experiences and those of others. It is a place that understands itself and reflects upon that understanding - it is a 'reflexive city'. Thus the key characteristic of the learning city is its ability to develop successfully in a rapidly changing socio-economic environment. Where the stupid city flounders by trying to repeat past success for far too long, the learning city is creative in its understanding of its own situation and wider relationships, developing new solutions to new problems. The essential point here is that any city can be a learning city. It is not a factor of size, geography, resources, economic infrastructure or even educational investment. The learning city is thus strategic, creative, imaginative and intelligent. It looks at its potential resources in a far more comprehensive way. It sees competitive edge in the seemingly insignificant; it turns weakness into strength; it makes something out of nothing.

How is this promoted? Leaving aside the welter of educational opportunities one would expect from a learning city, there is a need to find ways of using the city itself as a learning field. Urban learning resources are everywhere:

- *Obvious:* pre-school groups; nurseries; schools; colleges; universities; adult learners' centres, homes; libraries; television; the Internet.

- *Less obvious:* businesses; community centres; arts centres; museums and attractions; health centres; post offices; citizens advice bureaux; the urban street-scape; nature reserves; the outdoors; newspapers; bookshops.

- *Surprising:* old peoples' homes; homeless shelters; refuges; prisons; shopping malls; hospitals; churches; trains; stations; football stadia; service stations; restaurants; hotels; cafes; night-clubs; local parks.

The challenge here is to create more self-consciously communication devices that allow the city fabric to become a learning experience. This might mean that, on occasion, the football stadium uses its screens to explain how the screen itself works, or for other ways of explaining the world; it might mean the train station becomes a kind of classroom on communications. The Adelaide Parklands are receiving Kaurna names and interpretative signage, so the further development of interpretative trails could mean the experience of walking through the Parklands becomes an insight into Kaurna cultural heritage. The possibilities are endless once one hooks into the logic.

Re-positioning Adelaide

Adelaide, of course, already has a position. The question is whether it is good enough and for whom it is good enough.

If Adelaide were seen to be a place full of talent, this would strengthen its position. Many in Adelaide feel its current position is fine and that we should concentrate on just being good at being Adelaide, and focus on its enhancing its quality of life. The notion of re-positioning or better positioning more strongly where the city does well is seen by some as superficial, beside the point, mere sloganising or simply a vain attempt at being famous for something. I have sympathy with this argument.

Yet positioning is about creating the conditions whereby Adelaide's wealth-creating capacity can be sustained over time, so ensuring its quality of life can be maintained. We **need to change perceptions of Adelaide as a place to leave to a destination to come to**. This means increasing Adelaide's drawing power to various audiences. Foremost this is targeted at the city's citizens by providing an environment where they want to stay and not leave. In this way they become stronger ambassadors for the city. The idea of a Creative Adelaide can help. By attracting outsiders, inward investors, visitors, organisations or events the objective is to make Adelaide a destination for niche opportunities. Over time this will increase the richness of associations with the city. This process is not about promotion, but marketing. Just as a company needs to clarify to its audiences what its product or services are and, in so doing,

build brand recognition, so a city needs to go through similar thought processes, although it might not use the same language.

In projecting itself with desirable attributes, such as creative, dynamic or imaginative, it should not, repeat not, brand itself as Creative Adelaide or some similar accolade but demonstrate, through imaginative action, that it is creative and let others say of Adelaide: 'Adelaide is creative'. This is also the advice from the city's marketing panel as expressed in their 'Guide to Marketing Adelaide'. At my last count, more than 30 cities around the world are calling themselves 'creative', among them Toronto, Vancouver, Cincinnati, Manchester, Birmingham and Brisbane. The same thinking should apply when using the word 'green' or describing Adelaide as an 'education' or 'learning' city.

Re-presenting Adelaide

The media

Adelaide is projected by the media as being more like a small town than a city. Having read the papers for about 100 days I have little sense of the depth and richness of the city. I know hardly anything about its achievements, aspirations or what is good. By the time I have reached page nine or the later part of the radio news to read or hear about the positives, I have already been bombarded by the negatives.

Rethinking Adelaide

I know about its fears, crime, vandalism and disorder. I hear much about dealing with the effects and little about addressing the causes. I hear daily police reports repeating endlessly the names of the locations of courts such as Elizabeth or Christies Beach, which must mean everyone in Elizabeth is a vandal even if most misdemeanours happen somewhere else. This weakens Elizabeth's image dramatically. Can't we just drop the references to the location of the courts? I am aware that peoples' main concerns, as every quality of life survey reveals, are crime and fear of crime, noise and car parking. They should be taken seriously, but there is more to city making than these.

This can impact on politics and devalue its worthy aspirations. In this 'hyper-mediated' age politics increasingly responds to media messages. This has a corrosive effect on politics as it begins to play more to the media than to the other big picture issues concerning the future of the State. The media claims it is only responding to views rather than creating views, but there are large arguments about the role of the fourth estate.

Just as it is good for Adelaide to have alternative hubs where different lifestyles express themselves, so the media landscape for a mature city should be one of diversity. Viewing Melbourne or Sydney through the media a richer, more sophisticated story emerges that reflects broader views, including those that are more reflective. Without more competition in the media Adelaide's story will be a narrow one. Some might say this is a middle class hang-up, but great cities have a variety of opinion that helps lift the game of

the city. They create many more heroes beyond those in sport, such as engineers, scientist, artists, business people or social workers. The media has the skills to make them glamorous and desirable. Most urban turnaround stories work because they have this diversity of media or, when they are small, a supportive local media that encourages the city to move forward. The UK town of Huddersfield got lift off as the 'creative town' only when the local press firmly helped create an environment in which citizens felt they could become part of the solution. It is easy to make these obvious observations and more difficult to do something about it. The kind of solutions others have made include getting a national paper like the Australian or The Age to include a regional insert.

Self-perception

There are others ways in which Adelaide should re-present itself in terms of self-perception, where the media can also play a part. For example, is Adelaide in Australian terms **the smallest of the big or the biggest of the small?** This helps us move from the idea of being 'a quaint little city' or 'an overgrown town' towards being 'a vibrant city with good ideas'. In fact, Adelaide continually underestimates its size. When given a roster of famous towns to choose from, such as Amsterdam, Stockholm, Bilbao or Cologne, interviewees thought it was the smallest in terms of population rather than the largest. The current psychology, it appears, does not allow Adelaide to have a big ego - and ego, business potential and creativity inter-connect.

Arrival and departure

Arriving in Adelaide is an important part of its presentation. The domestic airport disappoints. It does not reflect the Adelaide we all want to see: the Adelaide of good lifestyle, the Adelaide of quality and aspiration. The same is true of the international airport. Arrival and departure points - airports, stations, entry roads - are vital in telling the urban story. It is fantastic to know that perseverance has resulted in a commitment to build a new combined domestic/international airport terminal. However, whatever happens at the new airport it should not end up as a standard warehouse type building.

There is a huge opportunity to make a statement with something that shows visitors what is different about Adelaide and the State. A few key themes should be embodied and reflected throughout the terminal. That initial journey from the airport also needs to tell an unfolding story that links with the story in other parts of the city, such as the green story. Adelaide's swathes of grass are green, but how do we know they are environmentally sustainable? We cannot yet see the evidence through iconic triggers. The planned solar city idea will be important in getting one message across. Perhaps the rather ugly roof of the Festival Centre could be artistically solarised - an interesting connection between solar and art. But there are many more ideas that need to be put across - quality, vigour, sensibility. How will these shape the physical environment and Adelaide's atmosphere?

There are other missed opportunities, too, concerning arrival. Adelaide is the only city in the world where two of the world's great railways stop - the Indian Pacific and the Ghan. This symbolic resonance is immense. Yet why do they still arrive not even in Adelaide but at a shunting yard in Keswick. At a minimum, change the name to Adelaide Terminal, but, more importantly, is it completely inconceivable to arrive at Parri Wirri? Using the city as a communications device to drive vision and aspiration remains under-explored and goes well beyond arrival and departure. The panoply from public art to signage to the temporary and whimsical is there to be further explored.

Re-configuring Adelaide's centrality

Just as imperialists captured territories to secure trade routes or raw materials, and corporations think of capturing markets by selling products, we can think of capturing ideas and networks by making Adelaide their hub. This can have downstream benefits in terms of economics and culture, and would be part of Adelaide's foreign diplomacy. The Thinkers in Residence program is Adelaide's. However, many places in future might copy the idea. The same is true for the Festival of Ideas, especially if there is long term commitment and acknowledgement of their worth. This begins to generate associations, and for these to have power they need time to mature rather than jumping from one idea to the next.

Rethinking Adelaide

The concept **Adelaide as Google** is about making Adelaide a strategic point for various activities, so reinforcing its presence on radar screens and working strategically to capture downstream impacts. It is also about capturing space in the world's imagination. For example, Adelaide is high on Google when the link 'city and thinking' or 'city and ideas' is made. This presence should cover broader areas where more obvious economic benefit can be harnessed. It should not remain a virtual presence, but invite the participants on occasion to come to Adelaide for mutual learning, connections, ideas exchange and trade. This approach allows the city to cascade out into niche audiences, so creating ambassadors for the city. Having 3000 targeted international friends of the city is better than a generalised scattergun approach.

By assessing in which networks it can take a prime position, Adelaide can reflect back to the world some sense of centrality. Efforts by Playford Council have meant that Adelaide is high on OECD radar screens through its membership of the LEED (Local Economic and Educational Development) program. Adelaide could capture a central point in a creative cities network simply by having one person monitoring developments and scanning good practices. This requires few resources and some IT. Adelaide should do an audit of the existing networks its key players are in, or could be involved in, within the public and private sector and assess in which of them the city could become the Asia-Pacific hub. This has happened

with the Educating Cities Network of 230 cities worldwide, where Adelaide is on the executive committee. It could also invent itself as a centre for a number of networks such as knowledge on clustering, or very niche areas such as public art, where perhaps there are only a dozen key players in the world. The web presence would be the beginning. The goal is simply to identify key topics where people 'think Adelaide' when they think of certain issues.

Re-integrating thinking

Creativity will become embedded deeply into Adelaide only if problems and opportunities are addressed in joined up ways through integrated approaches. This is something the Government is promoting. Only by accepting that boundaries are blurred will progress be made, because box-like, bi-polar and compartmentalised thinking cannot generate the solutions for Adelaide. The bi-polar world looks for a trade-off, not win-win solutions. This is not to deny the value of our existing specialist knowledge. The technical skills of an engineer or physical planner will remain essential, but to solve most urban problems they will need to be integrated with other skills, especially in the human, social sciences and the arts. A traffic or zoning issue is never only about cars or land use. Valuing the worth of other disciplines is key, often leading to imaginative recombinations. In multi-disciplinary planning

several fields are brought together, maintaining the integrity of each domain whilst taking into account lessons from other fields. Yet that is only the first step. Interdisciplinary planning, by contrast, truly interweaves forms of knowledge and creates innovative ideas and solutions through crossovers. In the process each discipline is changed and enriched by a broader perspective. The recognition that the logic of scientific method cannot alone solve urban problems is a watershed: we need to link it with imagination, intuition, holistic thinking and experimentation. Thinking, planning and acting in integrated ways that tackle the complexity of Adelaide's opportunities and problems is not easy. Our training tends to force us down narrow furrows of learning, reinforced by our greater trust in specialisms rather than generic skills such as creativity, imagination or the ability to communicate.

Images and metaphors can have immense power, structuring our thinking and the propositions and solutions we come up with. A machine mindset produces mechanical solutions, whereas one based on biology is more likely to come with self-sustaining ideas for a city. The primary metaphor that characterises the new thinking is the city as a living organism. It has implications as it shifts the focus onto health, well-being and people as well as the lived experience of cities, rather than physical infrastructure and buildings. The 'city as machine' is an authoritarian image reflecting a closed system with controlled and measurable causes and effects, with

little room for humans. Machine images have had a profound influence on how we think about organisation, city planning, design, architecture and urban society. It betrays the assumption that someone must always be in charge, directing the machine, but the conditions for machine-like-organisations no longer hold. Systems cannot be kept closed and therefore governance needs to be re-assessed. The organic metaphor is a better organising principle which offers a new language for urban discussion.

Re-telling the story

Every city has a story or series of stories that it tells itself, which anchors its sense of self. They describe where it has come from and how it sees itself now, which helps shape where it might go, its personality and perspective on life. Adelaide probably has several over-riding stories:

- The land and its peoples before European settlement

- The city of free settlers and no convicts, and thus respect for law

- The city of ideals and perfect planning exemplified in the city plan. This engenders pride and a certain high-mindedness, as well as a feeling of order and definition

- The city of stone and substance reflecting a deeply embedded solidity and long term legacy

- The city of churches highlighting its loftiness, spirituality and other worldliness. Yet this image on closer examination may not be that pure, because bible and booze always went closely together. Indeed, the number of churches may reflect a certain fractiousness rather than unity of purpose

- The city of bold State-led intervention, as exemplified by the creation of Elizabeth and the attraction of the car industry into the state. Perhaps it felt controlling and somewhat restrictive

- The city of the arts: a way of saying Adelaide is open, experimental, vibrant and creative

- The city that over extends and loses judgement, that is over ambitious and bites off than it can chew. Witness the State Bank or MFP

- The boring city that is overcautious, avoids risk and that 'talks the talk' well but does not feel it can deliver

Seen in this sequence, and they do follow chronologically, we can see why one followed the other. For example, the opening out in the 1970's under Dunstan and the closing in after the State Bank saga, and then the ensuing reputation for inaction.

There are more, less significant, niche stories such as Adelaide as the Detroit of the South, or Athens of the South. Perhaps the marriage between the two is what Adelaide really is. Then there is the murder capital label and, on a more positive note, the city within which women can flourish and where possible utopias can happen.

Retelling the story of Adelaide is not about eradicating the past, but building on it and using the elements of past stories to help us move forward. In so doing we should examine honestly the myths that sustain us and give us our identity. There is nothing wrong with myths as long as we disbelieve and challenge them with regularity. We also must invent, and then live out in our daily lives, new stories about ourselves. The watchwords for Adelaide might be 'the place that encourages imagination and being creative'. Somewhere that allows people to improvise because, whilst rules are there, they are treated with a light touch. Rules and regulations to facilitate and enable development rather than to control it. The place that implements, where after all the talking is done, we drill down into making it happen.

How will we know these attributes of imagination, improvisation and implementation are happening? This will require communicating strategically and putting some things on the ground that may, at first sight, seem superficial and irrelevant to the purists. Yet their psychological power can be great. The idea of the festival city is already well lodged, which communicates to the outside world that Adelaide is vibrant. Yet let's take something more difficult like being a green city. Putting vineyards around the new airport terminal signals greenness (and wine) without wordy explanations, as would greening blank walls, where foliage hangs majestically down from city roofs like the Hanging Gardens of Babylon. Green buildings could have imaginative signage explaining how much energy is saved and how much

more the neighbouring building costs to run. Having a long-term plan to solarise the city has immense power to communicate ambition, as would plans to waterproof the city. It involves being a bit subversive, surprising and working at the subliminal level to get a message across. This is called iconic communications.

It is important to focus these themes so they are consistent, and to avoid confusing the messages. Perhaps a focus on environmental sustainability, innovation, cultural diversity and wine would be a good starting point.

This would put Adelaide onto the radar screen well beyond the city and State, and encourage citizens and organisations to be even more inventive. The same thinking could apply to anything. For example, as noted, if we were to project Adelaide as the learning city we might find ways of explaining or telling the story on street signs of people after whom streets are named. Does every child already know in any detail who Flinders was, and what this guy called Wakefield did and who, for that matter, was Hutt? Only when we communicate these stories in more inventive ways can they drive development and give some of our slogans substance.

Knitting the threads together

Adelaide can achieve the seemingly impossible with a shift in thinking, a shift in gear and a shift in aspiration. Why do we say this? Because other cities in far worse positions have done so. For this reason we stated 'Adelaide stands at the cusp of a rare, but complex, opportunity that cannot be grasped by a 'business as usual' approach... The stakes are high and cannot be harnessed solely by traditional means. It cannot happen overnight. It will take time to unfold in its fullness...'

To drive a city forward there needs to be a few powerful ideas around which disparate communities of interest can gather and coalesce. These should capture the imagination by tapping into deeply felt desires and widely acknowledged assets, or even problems, but only if a solution also is proffered. They need to be simply, but not simplistically, expressed in order to communicate well. This is why we focus on talent and the notion that 'you can achieve your ambitions in Adelaide'.

The results need to be communicated not as a clutter of facts, but as visible achievements that can be seen and felt in the way the city goes about its business and in its urban landscape. That is why we need to integrate attitudinal change with activities, programs and initiatives as well as physical manifestations such as in urban design and infrastructure. Together these have a psychological impact. To do this well requires whole of government approaches and not scattergun initiatives. It means the soft infrastructure, or 'software', of the city that concerns Adelaide's attitudes, how the city relates and connects, must be seen as equally important as hard infrastructure. We give

too little attention to the former, because for many people it seems too vague. This is a grave mistake: the software of the city is its operating system.

Most importantly, Adelaide needs to become a 'yes' city rather than a 'maybe' city. Even a 'no' city is better than 'maybe', because at least a decision has been made which gives certainty. This means being a city that looks at what it can do rather than what it can't do. This is expressed by changing policies such as its risk management policy where everything is expressed as constraint and negativity, to a 'risk and opportunity policy' where risk is rightly acknowledged but framed within a sense of possibility. This is the 'glass half full' approach rather than 'glass half empty'. By perceiving things differently we start 'doing things differently' and, more importantly, 'do different things'. This, allied to Adelaide's leadership 'giving permission' to be imaginative and to act, the perceived 'culture of constraint' can be lifted. This is the shift in attitude required.

Resources to achieve Adelaide's transformation will not magic themselves out of nowhere. They will be harnessed by doing things better largely within the same resource base. Much of this does not cost money, or at least very little. This can happen only by thinking through capital, collaboration, connections and communications.

Adelaide must pull together all the forms of capital it has access to: financial, human, cultural, social, intellectual and natural. An under-explored form of capital is confidence. When we tap this energy, motivation and will follow. If we focus only on one without attention to the others, the city is managing itself badly. Leading Adelaide is about managing all its forms of capital together. A pre-condition for Adelaide to work well is to agree to this interpretation of capital. This why we emphasise more sophisticated measurement and a move away from narrow, more old-fashioned views of how an economy works. Accepted measurements systems usually lag behind how the 'real' or 'new' economy works.

Additional resources come from collaboration because, if people and organisations follow jointly agreed ends, more value can be created and greater impact achieved without wasting time and resources by contradicting each other. This is why we highlight the need to think through new governance arrangements for metro Adelaide and to see Adelaide as an interconnected asset where North, South, East, West and Centre operate in new ways.

Connections, linkages and networks are a key resource. They are the software system of the city, society and economy. Getting people and sectors to talk together and finding ways to broker that talking does not cost much and can have great impact in terms of understanding, strategic decision making, the generation of projects and, ultimately, wealth creation. Yet nobody takes this on as their role. Connections are not valued because the focus is on tangible

deliverables. They are the invisible asset that makes the networking-driven economy work. This should be a joint responsibility of both business and various levels of government. There should be two foci for connections, both internally and to the outside world. This is what we called capturing territory.

Communicating with strategic intent and sophistication through iconic triggers generates resources because, when done well, it engenders response, energy and will.

Whilst every city needs to be creative, Adelaide needs to be doubly so. It must self-create through inventiveness, but to begin the process it must overcome the culture of constraint. This means a subtle shift in mindset, which is the order within which people structure their worlds and how they make choices, both practical and idealistic, based on values, philosophy, traditions and aspirations. Mindset is our accustomed, convenient way of thinking and our guide to decision making. Mindset is the settled summary of our prejudices and priorities, and the rationalisations we give them.

A changed mindset is a re-rationalisation of a person's behaviour because people like their behaviour to be coherent - at least to themselves. The crucial issue is how Adelaide people at every level can change their approach systematically, not piece by piece.

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At best, this mindshift happens through reflective observation of the world around us. At other times, possibly more often, it occurs through external circumstance and is forced upon individuals or cities through crisis. Changing a mindset can be difficult, unsettling and potentially frightening. A good vision of what the future can be gives energy to undertake the shift. This shift can create the tipping point for potential to unfold. The challenge is to find a structure that forces a change in perception. The notions of metro Adelaide as an interconnected asset, the idea of 'learning to be a city' and re-valuing hidden assets, could do the trick.

The new thinking for and about Adelaide should impact on policy at three levels- the conceptual, the discipline-based and implementation.

The first is aimed at re-conceptualising. The idea of conceiving Adelaide as an interconnected, dynamic asset rather than a series of micro entities is an example. It shifts policy from concentration on physical infrastructure towards urban dynamics and the overall well-being and health of people. It is embedded in the notion of the 'sustainable city'.

This, in turn, affects policy at the discipline level, which means reviewing existing policies in known fields, such as transport, the environment, economic development or social services, and considering the efficacy of existing models and ways of addressing problems. A shift in education to centre policy around the child rather than the professionals is one example.

Thinking afresh about policy implementation involves reviewing the detailed mechanisms to expedite policy, such as financial arrangements or planning codes, to encourage and direct development in certain directions. The shift towards to a 'risk and opportunity' policy is an example, as this is how vision and the rules system can be aligned.

The programmatic 'coat-hanger' for Rethinking Adelaide that pulls the disparate observations together is the idea of focusing on home-grown talent. Harnessing the creative potential of local people has to be the defining core of Adelaide's reinvigoration. If seen as a catalytic initiative, it could allow us to rethink what Adelaide's potential is and how its confidence could be raised; how then the city could be remapped and remeasured; how obstacles to achieving greater use of talent could be overcome; how governance arrangements could be fitted to suit emerging needs; how new leaders might emerge and how that story of talent could be retold to Adelaide and elsewhere. The composite index for talent, the talent churn, which assesses the dynamics of leakage and attractiveness of Adelaide, then becomes the key. Over time a culture of more calculated, measured risk

might take centre-stage based on core values such as imagination, improvisation, innovation and good lifestyle. Our main recommendations to achieve this shift are:

- Focus on a vision that **'you can make it here, you can fulfil your dreams, and we will help you'**.

- To fulfil the vision, the **'culture of constraint'** needs to be reversed. It is having an impact on the city and the way people feel about living there. Measured risk taking and a culture of enterprise and entrepreneurship needs to be reinstated and appreciated. Renaming risk programs as **'risk and opportunity policy'** is a start, as well as incorporating criteria on creativity in performance assessment.

- A **'talent strategy'** for Adelaide should be developed which supports risk taking, creativity, collaboration and a global outlook - particularly targeted at maximising the potential of young people at local level. Each State and local government agency (as well as other organisations) should be asked to sponsor an initiative with the acceptance that some initiatives will fail. Creative Metro is an initiative proposed by the partners in this Thinkers program that is focused on youth to foster experimentation in finding solutions to problems and opportunities for businesses.

- Make Adelaide the accepted **Asia Pacific or international centre** for specific niche areas in which South Australia has an established or emerging reputation. This could be achieved by a concerted effort to join in and participate in relevant international organisations, providing international presentations, making Adelaide the focus for meetings, making sure key words when searched on Google links return to Adelaide. This requires each public sector department or entity, as well as businesses and community organisations, to assess how well they are connected and what future potential there is to link back to Adelaide.

- Establish an **international think tank or institute** in Adelaide around creative thinking about cities, with the aim of positioning Adelaide as a leader and the partner organisations as founding members. Events should be badged under this organisation, best solutions promoted, world innovators invited to the city and every two years Adelaide should invite other cities to meet to discuss issues at the cutting edge of city development. This would build on the Festival of Ideas and Thinkers in Residence program.

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- Appoint an **'urban animateur'** whose role is to add value and coax more out of existing initiatives and opportunities. This will be a person familiar with Adelaide, well connected, collaborative, good at creating opportunities, able to build trust and also take action whose sole role is to connect people, organisations, events, conferences and build Adelaide's potential as a connected and strategic city. This would be in contrast to the many roles recently established which control, regulate or adjudicate activities.

- Make sure world class knowledge sector industries such as health and well being, the creative industries, the green economy, the learning sectors and advanced manufacturing are supported by **world class creative regulations** rather than forcing them to struggle through dated legislation.

- Make sure that the **story of Adelaide** is developed and strategically promulgated using imaginative ways of communicating. An underlying theme of creativity and innovation should underpin this story.

- Consider the value of a **Metro Adelaide governance arrangement** suitable to 21st century needs to make sure that decision making across the broader metropolitan area is better coordinated, and that collaboration on key initiatives occurs more strategically. This structure might be a tripartite city of North, Central and South. Innovative approaches should be adopted in encouraging this connectivity. One area for discussion within that forum should be the hard and soft infrastructure requirements for 50 years hence if Adelaide is to operate globally.

The journey of Rethinking Adelaide has already begun. The partnership that set the program up is taking ownership and is already investing in its implementation - but others need to join.

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