The Henry Halloran Trust

2013 Annual Report

Director: Professor Peter Phibbs
Period: January through December 2013
About the Trust

The Henry Halloran Trust was established through the generous gift of Warren Halloran, and honours his father, Henry, an active advocate for town planning in the first half of the 20th century. Henry introduced and implemented new concepts of town planning in the many settlements he established as part of his contribution to nation building.

Henry was a surveyor, valuer, engineer and town planner as well as a flamboyant and dynamic real estate developer who promoted and created new settlements throughout coastal NSW. One of his lasting successes was the development in 1905 of the Seaforth Estate, a waterside suburb on Sydney’s Middle Harbour. His other well-known settlements include Avoca on the NSW Central Coast, and Stanwell Park and Jervis Bay on the South Coast.

The Trust aims to become a leading voice and advocate for the advancement of liveable cities, thriving urban communities and sustainable development. The objectives of the Trust include:

1. To promote a collaborative cross-disciplinary environment where established scholars and leading practitioners, together with industry and government partners, can engage in leading-edge research developing innovative approaches to urban and regional policy, planning and development issues;

2. To support scholarly research into critical policy issues relevant to current practice in Australian and international urban and regional land management, encouraging the development of innovative approaches to the management of land and natural resources. In this regard land, natural resources and urban and regional development are to be given a broad interpretation.

3. To support academic, professional and public debate through public lectures and the publication of research that can beneficially transform current practice and encourage inspirational thinking about how to better manage urban and regional development.

4. To promote an inter-disciplinary international network of leading scholars and practitioners who will assist and advise the Director of the Trust in identifying critical issues and on priorities for research.
Introduction

This report provides key stakeholders with a summary of our operational and financial performance during 2013. The report will enable our activities to be monitored against the objectives of the Trust. Given that 2013 was the first operational year of the Trust, the report will provide a general description of the start-up activities of the Trust, and then examine its activities against the objectives of the Trust.

Start up activities

Whilst the donation from Warren Halloran was received in 2012, the Director of the Trust, Professor Peter Phibbs commenced work at the University in January 2013. The start-up activities included appointing a part time administration manager, Ms Kim Beecroft, and finalising some practical governance procedures for the Trust in consultation with the Provost, Professor Stephen Garton. Accounting, procurement and other administration arrangements were also finalised.

One of the most important activities was appointing the Advisory Board of the Trust. Members were invited by Professor Garton to assist the Trust and included a mix of senior academic staff from the University and external members from industry. The Chair of the Board is Emeritus Professor Tong Wu. Details of the Advisory Board are contained in Appendix 1.

In addition, an international Academic Advisor, Professor Ann Forsyth, the Director of Planning at Harvard University was appointed. Other start-up activities included the development of a website for the Trust and the preparation of a detailed brochure.

In addition the Trust commissioned three pieces of directly funded research. These included:

- A small piece of work highlighting some major urban research gaps that could form the basis for a Trust research agenda;
- A research report analysing the potential of a crowd funding mechanism for Trust research projects;
- A larger piece of research undertaken by two Melbourne academics which used a series of interviews and focus groups to examine the issue of how to best facilitate professional engagement with urban planning research.
Trust Activities

Objective 1: To promote a collaborative cross-disciplinary environment where established scholars and leading practitioners, together with industry and government partners, can engage in leading-edge research

The Practitioner-in-Residence Program

The Practitioner in Residence Program allows an experienced practitioner to undertake a period of supported research in residence at the University working on a project that is of interest to the Trust. The practitioner is supervised by an academic, and writes a short and accessible paper at the conclusion of their residency. In addition, each “graduating” practitioner delivers a public lecture on his or her findings.

This residency runs for about a three-month period. The practitioner is supervised by the Coordinator of the program, Dr Michael Bounds. The aim of the short final research paper is:

- to highlight from the practitioner’s perspective why the issue/topic is important;
- to document the “current state of play” in planning practice looking at both local and non-local examples;
- to provide a concise but comprehensive discussion about what light the scholarly literature can shine on the issue; and
- to make some suggestions about further research in the area.

Three practitioners completed residencies in 2013.

1. Giovanni Cirillo
The Author of ‘The Culture of Planning in NSW’

“To create a new planning system with a stronger focus on strategic planning, delivering outcomes and participation, there needs to be a shift in the current culture of the NSW planning system,” according to Giovanni Cirillo, the inaugural Planner-in-Residence for The Henry Halloran Trust. During the research process he was reminded of the principles and ideals that first inspired him to become a planner 30 years ago. His findings are published in the paper, ‘The Culture of Planning’.

“My paper analyses and dissects the myths, exaggerations and convenient assumptions underlying the criticism levelled at the culture of planning in NSW,” says Giovanni. “It also provides practical suggestions on the steps planners can take to improve their performance and professionalism.”

Giovanni’s research is particularly timely considering the issue of planning culture in NSW has been raised as a major reform item. A graduate of the University of Sydney (Master’s of International Studies) and the University of New England (Bachelor of Urban and Regional Planning
with Honours, and a Graduate Diploma in Economics), Giovanni has worked as a town planner for the last 21 years in local and state government.

His most recent position was as Executive Director of Urban Renewal and Major Sites at the NSW Department of Planning. He is also a former Director of City Planning & Regulatory Services at the City of Sydney.

2. Donald Proctor
The Author of ‘Workplace Communities of Practice’

The driving force behind successful communities of practice is the focus of Donald Proctor’s research for his Practitioner in Residence with the trust. His paper, ‘Workplace Communities of Practice’, is a guide to the establishment of new communities of practice or to assist in diagnosing existing groups that are losing momentum or not achieving their goals.

“Effective communities of practice brings people with a shared practice or research interest together, building relationships and trust to solve problems without re-inventing the wheel,” says Donald. “Experienced and new practitioners can share questions, ideas and examples of best practice and relevant research. Communities of practice also enable discussion groups where debate and discussion can occur in a safe and secure controlled access environment.”

Donald is a social housing specialist, who has spent the past 30 years working as an architect, planner, project manager and asset manager, considers his selection for the residency a great honour. A former director of Asset Programs for the NSW Land & Housing Corporation, Donald is an alumnus of the University, graduating from the Architecture and Urban & Regional Planning programs. His interest in social housing stems from his student days: he helped establish the Sydney University Student Housing Co-operative (STUCCO), which provides self-managed affordable housing to 38 students in a converted Newtown warehouse.

3. Yolande Stone
The Author of ‘Council Decision-Making and Independent Panels’

The increasing use of panels by councils to tighten up the development application (DA) process is a town-planning trend Yolande Stone is researching as part of her Planner-in-Residency with the trust. Her research will help councils that are considering establishing panels decide on best practice.

Both State government and local councils are relying more on in-house and independent panels to provide expert advice on development applications to assist in decision making, and sometimes to assume the decision making role. This trend, described as the ‘panelisation of the DA process’, is occurring across NSW, South Australia, Western Australia and
“Increasingly there is unanimous agreement that many council DA processes result in delays and increased costs for applicants and carry corruption risks and the potential for conflict of interest of the parties,” says Yolande. “The use of panels has the potential to increase the integrity of decision making, provide for additional stakeholder engagement, reduce delays, strengthen the assessment process, and reduce the risks of court proceedings.”

Yolande recently retired after 20 years in the Department of Planning where she headed teams responsible for the planning policy, systems and reform. She graduated with a Bachelor of Science from the University of Queensland and with a Master of Environmental Studies from the University of New South Wales. She is also involved with the University through her occasional lectures to postgraduate students on EIA and DA processes.

Objective 2: To support scholarly research into critical policy issues relevant to current practice in Australian and international urban and regional land management, encouraging the development of innovative approaches to the management of land and natural resources. In this regard land, natural resources and urban and regional development are to be given a broad interpretation.

The main platform for supporting research was through the Research Grant Funding program of the Trust. With the help of a subcommittee of the Advisory Board an expression of interest document was circulated in late October with a closing date of December 6th.

The Advisory Board resolved that the initial research grants be directed towards projects that involved the appreciation of digital technologies to the issues that are the focus of the Halloran’s Trusts objectives.

Two types of project funding were available:

- The first was project funding for strategic partnership grants. Strategic partnership grants are grants where the Trust shares research funding in conjunction with other funders/organisations.
- The second type of project is what the Trust is calling Blue Sky project grants. The Trust promotes exploration and research into innovative ideas and concepts that focus on the interactions between the environment, technology and community, which stimulate new ideas/practices about land use and settlement design.

Nineteen applications were received requesting a total of $1.015 million. Researchers were mainly from the University of Sydney, but also from UNSW, University of Melbourne, QUT, RMIT,
UTS, some international universities and some from the private sector. Of the 19 applications, 16 were Blue Sky projects and 3 were strategic partnership applications.

Two Advisory Board members and two academics were asked to undertake an assessment of each proposal. Rankings from these assessments were provided to the full Advisory Board who met on December 16th and decided to recommend funds be awarded to three Blue Sky and one Strategic Partnership Project (see Box 1). In addition, four Blue Sky projects were short listed and asked to present a short pitch on their project at an Urban Research Festival to be held at the University in March 2014.

Dr Martin Tomitsch and Associate Professor Nicole Gurran from the University of Sydney were awarded their grants at the Annual Dinner of the Trust in December and had the opportunity to meet Mr Warren Halloran.

Grant winners Martin Tomitsch and Nicole Gurran with Mr Warren Halloran

Funded Henry Halloran Trust Research Projects for 2014

- **Enabling audience participation through Urban Media as a diagnostic method in Urban Planning ($47,834)**
  Dr Martin Tomitsch, Design Lab*; Mr Ian McArthur COFA, UNSW; Dr Matthias Haeeusler, UNSW; Mr Brad Miller COFA, UNSW; A/Prof Marcus Foth, QUT; A/P Andrew Murphie, UNSW and Mr Luke Hespanhol PhD Candidate, Design Lab.
  The project focuses on how urban digital screens (such as the screen at Federation Square in Melbourne) contribute to building more livable, creative and engaging ‘smart’ cities. It aims to bring together a series of ongoing research efforts into a holistic approach. This will lead to a tested and reproducible method for identifying how to ‘program’ urban screens to respond to specific physical and socio-cultural environments.

- **UrbanLab@Sydney: Building an open access data system for policy analysis and visualization ($30,876)**
  Dr Somwrita Sarkar, Design Lab; A/P Dr Nicole Gurran, Urban and Regional Planning and Dr Martin Tomitsch Design Lab.
  UrbanLab@Sydney aims to establish a system or platform that can be enhanced in the future via the addition of new data variables and analytical approaches, extending to a range of other urban issues and focus areas, subject to resources. It will be the first of its kind in any university across Australia to develop an online, publicly accessible system for data analysis, information visualization, and policy relevant commentary on urban planning and city science research in Australia.
• **A new low cost home ownership model for Australia using a CLT framework ($23,160 plus $10,080 contribution from MDA Australia)**  
  
  A/P Dr Nicole Gurran, Urban and Regional Planning and Dr Louise Crabtree, University of Western Sydney.  
  This project’s priority is in the area of developing innovative solutions to increasing housing supply, providing solutions that can be used in any Australian jurisdiction. This project will build on previous work developing the Australian CLT Manual, by building a detailed feasibility model in partnership with a Brisbane NGO, MDA.

• **Agonistic community engagement in planning: ‘Understanding community knowledge, community demand and structural constraints’ ($45,085)**  
  
  Professor Phil McManus, School of Geosciences and Dr Dallas Rogers, Dr Laura Schatz, Dr Awais Piracha and Dr Cameron McAuliffe, University of Western Sydney.  
  The aim of this study is to theorize an innovative approach to effective community engagement in planning policy. The research team will propose an innovative community engagement model by drawing on recent developments in participatory planning theory. The model will be outlined by critiquing the current assumptions about, limitations of, and capacities for civic participation in the NSW planning system.

• **RateIT: Crowdsourced real-time app to improve the passenger experience ($64,593)**  
  
  Dr Claudine Moutou: Institute of Transport & Logistics Studies, Professor Judy Kay: School of IT, Associate Professor Robert Kummerfield: School of IT and Mr David Royle Managing Director Forest Coach Lines  
  This project uses innovations in mobile technology and crowdsourced data to track subjective measures of passenger experience and examine how feeding this back to passengers and operators can improve passenger experience and service provision. The project team consists of transport and IT (human interaction) academic specialists working with a bus company industry partner. This project combines research, technology and operational knowledge to create a new space for information exchange about passenger views during their trip, which over time will result in a longitudinal dataset to understand how to optimise passenger experience.  
  Note: this project was selected at the Urban Research Festival in March 2014  
  * Researchers are from the University of Sydney unless otherwise stated

*Objective 3: To support academic, professional and public debate through public lectures and the publication of research that can beneficially transform current practice and encourage inspirational thinking about how to better manage urban and regional development.*

The three main public events sponsored by the Trust in 2013 relating to this objective were:

• **A three day workshop on Strategic Planning**  
  
  Mr Robert Lane – a US expert on effective strategic planning was supported in a visit to Australia in partnership with the US Studies Centre at the University of Sydney. He participated in a three-day workshop (April 3-5) held at the University with the Mayor’s and senior staff of eight Sydney Local Councils as they attempt to detail specific project proposals for each of their local areas. Mr Lane also led a Master Class at the Department of Planning and Infrastructure on April 8th and delivered a public lecture at the University of Sydney on the same day.
• **International Travelling Exhibition – ‘People Building Better Cities’**

The Trust sponsored an international exhibition on People Making Better Cities and facilitated a panel of experts at a public lecture on “People Making Better Cities” in April. The exhibition, which has been developed with the assistance of Columbia University, is touring a range of international cities over 2013. The hosting of the exhibition at the University helped to promote discussion at the April 18th event and was also an excellent resource for University of Sydney students.

The Provost of the University, Professor Stephen Garton formally opening the exhibition
• **Health and Sustainability Lecture**
  The Trust co-sponsored a public lecture by Professor Andrew L. Dannenberg from the University of Washington in Seattle. Professor Dannenberg also serves as a consultant to and was formerly Team Lead of the Healthy Community Design Initiative in the National Centre for Environmental Health at the U.S. Centre for Disease Control and Prevention in Atlanta. The lecture was entitled “How can our Cities Support Human Health and Sustainability” and was held on December 4th at Customs House in Sydney.

A full list of the public events held by the Trust in 2013 is shown in Appendix 2.

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**Objective 4: To promote an inter-disciplinary international network of leading scholars and practitioners who will assist and advise the Director of the Trust in identifying critical issues and on priorities for research.**

Two activities in 2013 related to this objective.

• **Appointment of an International Academic Advisor**
  Professor Ann Forsyth, the Director of the Planning program at Harvard University was appointed as the international academic advisor to the Trust. Professor Forsyth assisted with the assessment of research proposals and presented awards to the successful research grant recipients at the Annual Dinner of the Trust on December 16th. She also provided some strategic advice to the Advisory Board about the possible directions of the Trust based on her experience of similar research centres operating elsewhere in the world.
• Inaugural Henry Halloran Trust Lecture
Professor George Galster delivered the inaugural Henry Halloran Lecture at the University on November 21st. Professor Galster used the lecture to provide some suggestions about a possible research agenda for the Trust in the area of neighbourhood impacts. Professor Galster is the Clarence Hilberry Professor of Urban Affairs at the College of Urban, Labor, and Metropolitan Affairs, Wayne State University.

George Galster delivering his lecture (top two photos)
The Provost, Professor Stephen Garton with Professor Galster (bottom left)
Warren Halloran at the lecture with members of the Anderson Stuart family (bottom right)
Appendix 1

The Henry Halloran Trust Advisory Board

- Dr Gary Cox – Associate Director, Elton Consulting
- Dr Deborah Dearing – Executive Director of Place Development, Sydney Harbour Foreshore Authority
- Professor Roland Fletcher – Professor of Theoretical And World Archaeology at the University of Sydney
- Mr Glenn Grimshaw – Recently resigned from a role as principal advisor at the NSW Treasury to return to full-time study
- Associate Professor Kurt Iveson, School of Geosciences, University of Sydney
- Professor Corrine Mulley, Founding Chair in Public Transport at the Institute of Transport and Logistics, University of Sydney.
- Martin Payne, Honorary Senior Lecturer, Faculty of Architecture, Design and Planning, the University of Sydney.
- Ms Jill Reich, Deputy Director-General, People, Culture and Business, NSW Planning and Infrastructure.
- John Toon, Honorary Associate Professor, Faculty of Architecture, Design and Planning, University of Sydney
- Professor Tong Wu (Chair), Emeritus Professor, Office of the Vice Chancellor, University of Western Sydney.

2013 Advisory Board Meetings

- Meeting 1: 2nd May 2013
- Meeting 2: 9th July 2013
- Meeting 3: 8th October 2013
- Meeting 4: 16th December 2013
- Sub committee Meeting for Research Grants; 22th August 2013
- See Minutes Appendix 4
Appendix 2

Public Events 2013

- A public lecture on “The Small and the Large of It: City-Building in New York” by Mr Robert Lane, from the Regional Planning Association. April 8th 2013. Faculty of Architecture, Design and Planning, University of Sydney.
- Opening of the People Building Better Cities exhibition, Verge Gallery, University of Sydney, April 15th 2013.
- A public seminar on “Do People Build Better Cities?” 18th April 2013, Faculty of Architecture, Design and Planning.
- Opening of CBD People Building Better Cities exhibition, Customs House, Sydney. 23rd April 2013.
- A public lecture on “A critique of the Culture of Planning in NSW” by Mr Giovanni Cirillo, the inaugural Practitioner in Residence of the Trust. August 12, 2013. Faculty of Architecture, Design and Planning, University of Sydney.
- Inaugural Henry Halloran Lecture on “Opportunity and Housing Markets in Sydney and Detroit: More Alike than Meets the Eye?” Professor George Galster. 21st November 2013 Faculty of Law, University of Sydney.
- A public lecture on “How Can the Design of our cities support human health and sustainability” by Professor Andrew Dannenberg. (We helped sponsor this event in conjunction with City Futures at UNSW and the Heart Foundation). Friday 29th November, Customs House, Sydney.

The Annual Dinner of the Trust was held on December 16th, 2013 at the University of Sydney.
Appendix 3

Income and Expenditure Statement 2013

### Income

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<tr>
<th>Description</th>
<th>Amount</th>
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<tr>
<td>Interest Income 2013</td>
<td>273,938</td>
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<tr>
<td>Carried Forward from 2012</td>
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<td><strong>Total Income</strong></td>
<td><strong>322,735</strong></td>
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### Expenses

#### Salaries

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<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director’s salary (including on-costs)</td>
<td>45,490</td>
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<tr>
<td>Casual salaries (Beecroft et al)</td>
<td>21,964</td>
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<tr>
<td><strong>Total Salaries</strong></td>
<td><strong>67,454</strong></td>
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#### Other

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Air travel (Galster and Forsyth)</td>
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<tr>
<td>Printing</td>
<td>4,663</td>
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<tr>
<td>Contractors</td>
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<tr>
<td>2 commissioned projects and</td>
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<tr>
<td>Practitioner-In- Residence</td>
<td>57,631</td>
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<td>Research dissemination</td>
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<tr>
<td><strong>Total Non Salary Expenditure</strong></td>
<td><strong>76,129</strong></td>
</tr>
</tbody>
</table>

| **Total Expenses**                 | **143,583** |
| **Balance at end of period**       | **179,152** |

Note: As of the final meeting of 2013, has Advisory Board has committed to fund research projects in 2014 totalling $232,048 comprising $211,548 from its Research Funding round and one external project valued at $20,500.
Appendix 4

Advisory Board Meeting Minutes