Collaborative Planning: An Evolving Model Of Practice

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Abstract.
New models of planning are needed that can incorporate the expanding capacities of rapidly developing global communications and social media. Universal internet access and the instantaneous responses of social media combine to expand the bounds of communities, bringing previously separate groups and activities into immediate contact and potential conflict. Both opportunities and demands for collaboration are consequently being dramatically expanded and beneficial change is becoming increasingly dependent on establishing sensitive links between formerly independent fields. Three of these fields of particular interest to planners are explored: they are community development, economic sectors, and scales of governance. Because consensus and mutual understanding within and between them is essential, collaboration becomes both a necessary method and a valuable outcome in the planning of settlements and their major activities.

Collaborative methods within the planning of the major activities of housing, public space and natural environment have been selected to illustrate examples and achievements of good developing practice. Some methods of collaboration are common to all activities: they include comprehensive and innovative consultation; inclusive objective setting; exploratory action research; multiple criteria policy formulation & evaluation; and composite, participatory implementation (Heywood, 2011). This paper considers these techniques by making reference to international and local Brisbane examples of collaborative successes in each of the fields of housing, public space, and natural environment.

The paper concludes that collaboration is already spreading widely to transform brittle and narrow structures of command and control. Cooperative methods can be extended to recognise not only the need for sustainable relations of mutual care and concern among different groups of people, but also the inter-dependence of species and habitats (Midgley, 2006).

Conference delegates may choose to visit some of the local examples cited in the paper themselves if they are staying in Brisbane for a few days after the Congress: South Bank Gardens provide one interesting example adjacent to the conference venue and the Norman Creek Common and conservation corridor at Stones Corner is also within ten minutes travel by Brisbane's excellent Eastern Busway.

CONTEMPORARY CHALLENGES OF CHANGE

Traditional collaborative practices are often so embedded in institutions like churches, madrasahs, universities and cultural associations promoting music and dance, that we tend to take them for granted. Now that the extent and pace of change is challenging the boundaries of human control, conscious collaboration becomes essential. Simultaneous and mounting volatility is affecting physical, social and political climates (Stiglitz, 2002; Flannery, 2010, Vidal 2012) and may result in instability akin to the "Punctuated Equilibrium" which Stephen Jay Gould (1988) identified as a defining feature of geological time. If not well managed, such sudden and interacting events as those, which marked the end of the Carboniferous era, could create conditions as fatal for today's species as those earlier ones were for the dinosaurs. Collaboration therefore assumes great survival value.

Jarred Diamond (2005) has recently argued that such social collaboration, combined with scientific inquiry and intellectual honesty, is required if societies are to manage such threatening changes. In the last two millennia, numerous societies failed and collapsed

through lack of these essentials, including medieval Greenland Vikings facing rapid cooling, Mayan and Anasazi Indians confronted by disease and drought, Easter Island Polynesians destroying their own woodlands to help construct massive monuments to propitiate their gods. The competitive deforestation of ancient Greece, a civilisation that demonstrates the height of competitive individualism, may have also contributed to its trading, economic and ultimate military decline.

Contemporary societies face a similar combination of such challenges. Steep physical rises in atmospheric carbon levels generate rapid rises in climatic volatility and sea levels. The economic and political effects of the collapse of soviet communism coincide with the implosion of capitalism's competitive self-regulation to threaten international economic chaos. Increased risk-taking resulting from the depletion of fossil fuel sources threatens environmental disasters in the Gulfs of Mexico and Benin and the North American Prairies. Meanwhile, the communication revolution is rapidly replacing hierarchical control of global information systems by networks of six billion cell phones. In the face of these challenges, Diamond's proposals to combine scientific inquiry and social cooperation appear very convincing and suggest that collaboration is now even more essential to sustainability and to survival than it was in Neolithic or Medieval times.

THREE ARENAS OF COLLABORATION.

In order to illustrate the roles that collaborative planning needs to play to manage and maintain our current "freedom in a rocking boat" (Vickers, 1972), it is possible to identify three arenas where the activity already plays significant roles- those of community development, economic sectors and institutional governance.

Community development, involving individuals and groups
Collaboration makes possible pleasures of contact and sociability whereas isolated life renders individuals psychologically and physically vulnerable. At the simplest level, mutual grooming removes infestations and promotes feelings of reciprocity. More complex behaviours such as grand parenting and "allomothering" or nurturing the young of relatives or neighbours apply altruism within and between families to bestow both material and psychological benefits bridging and bonding generations, genders and family groups (Hrady, 2009). Team sports teach collaboration and channel conflict to mirror, and train participants for, such social activities as the communal hunt and teamwork for such activities as constructing and maintaining irrigation and drainage systems and securing the communal harvest. By such means, we also learn to manage combative but productive group meetings, whether in Homer's Odyssey or the modern boardroom.

Examples of such interpersonal and community collaboration include the flourishing traditions of street parties, urban farms and neighbourhood networks, which enrich civic life throughout the contemporary world. They are equally evident in the Hindu Puja festivals of India, the social activities of Highline Park of New York and the inner city urban farms of London (Heywood, 2011: 11, 214). The instantaneous and convenient links provided by the Internet enhance, rather than supplant people's initiation of, and engagement in, local life. Virtual reality empowers rather than replaces personal contact and comradeship.

Collaboration among economic sectors
 The great advantages of collaboration between the three interdependent sectors of government, business and social enterprises are increasingly being recognised -explicitly or implicitly - in the western and developing worlds, and to some extent in Russia and China. "Third way" politics have been associated with the rise of community planning throughout the EU and in particular in the UK, and in Australia's Economic Stimulus program of 2007-2010, which saw almost equal roles taken by each of the three sectors. The extensive National

Housing Affordability Fund (HAF) and National Rent Affordability scheme (NRAS), for instance, were taken up primarily by the Not for Profit sector, while national and state governments invested heavily in infrastructure, including school grounds and buildings and broadband communications; and the private sector concentrated on investment in the mining boom, which also contributed to the maintenance of full employment and consumer confidence (Commonwealth Government, Department of Families, Housing, Community Services and Indigenous Affairs (FAHCSIA), 2012). The health of national, as much as that of local and regional, life depends upon such energetic collaboration.

Collaboration in Institutional Governance
Finally, collaboration among and between different levels of governance is essential in a contracting world whose links are daily demonstrated by instantaneous and virtually free communications. The spreading impacts of technological power require adjacent local governments to cooperate in their regulation. Global markets and direct foreign investment compound these environmental impacts, spreading them across out-dated boundaries.

Equally imperative is the need for collaboration among at least six levels of governance in the contemporary world - local, urban/district, metropolitan/ regional, national, supra national and global. In the course of a single day each one of us is likely to encounter strong impacts from many of these levels- neighbourly contact and recreation in the local park, public transport provided or regulated by the city council, travel to work in a regional location, impacts of national benefits and controls, purchase of goods produced in an international free trade or regional economic cooperation area, and the enjoyment of health, work or environmental standards produced and guaranteed by such global organisations as the UN, the World Health or International Labour Organisation.

Figure 3 The Scope and Levels of Community Planning in Australia
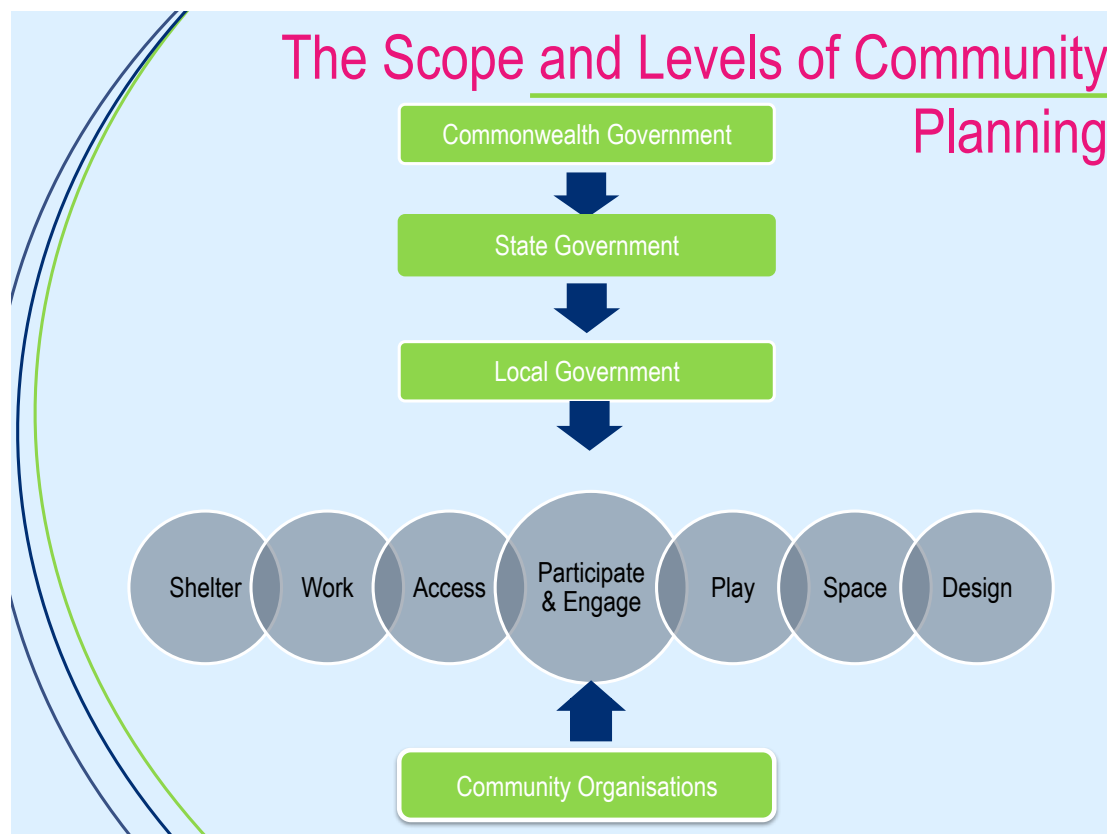
Source: Heywood, 2011

In these circumstances, traditions of sturdy independence have been developed into opportunities for collaboration not only across boundaries but also among differing levels of community. A community activist's membership of an international NGO may open a window onto the planning of her local environment, which ultimately gives rise to the designation of a new regional or national park. In the contemporary cyber world we can flit between scales and collaborate with many people whom we shall never meet.

FIELDS OF COOPERATION

Organised activities among practitioners and specialists.

Although collaboration may often start at the most local level of working with one's neighbours, the need soon emerges for links between different specialists concerned with managing activities as diverse as housing, resource management, production, transport, learning, health and play. Categorising human activities into such specialisms to promote economies of scale and support mass production and consumption, may also result in segregated and soul-less places with impoverished community life. Having so recently had too few plans; we now have too many unrelated ones. In order to retain responsive integrated communities supporting rich human experiences, we need to promote routine collaboration among such practitioners and experts as demographers; housing providers; economic, transport and environmental planners; and community development practitioners. Integrated and synoptic Community Plans based on agreement on overall political goals and priorities should frame and precede detailed operational plans for such activities. Within this framework, sectoral plans can then highlight how each activity will support each other's objectives and contributions. Nowhere are the virtues of such collaboration more significant than in the four fields of human shelter; communal spaces; community life; and natural environments. in each of these, effective programs depend on collective action.

Human shelter.

Safe, secure and accessible shelter forms a major part of the fabric of human settlements, generally occupying more third of their total area (Kaiser, Godschalk and Chapin, 1995: 341). It is also crucial to the development of health, learning and productive skills, and these roles combine to make the form, quality and location of housing a major interest of both urban and national governments. They have often been motivated to regulate and prescribe housing rights and enact restrictions that prevent individuals and families from providing their own shelter, where they need it, and using whatever materials they can afford (Thoreau, 2000; Cullingworth, 2006; Turner, 1976). This has two implications: because governments who call the tune should expect to pay the piper, they need to ensure that all their citizens are provided with access to decent and affordable housing; the second is that people need to be involved consultatively and collaboratively in the provision and design of the dwellings and residential areas which will intimately and decisively shape their lives and those of their children and dependents.

Large scale public provision of housing by governments, voluntary agencies and social enterprises intended to meet these needs has often deteriorated into standardised and stigmatised public housing ghettos and sink estates giving rise to demands for more responsive and collaborative forms of delivery (Heywood, 2011). No less than a tenth of all British housing is now provided by Housing Associations funded by the Housing Corporation (now part of the Homes and Communities Agency). In Sweden such bodies provide almost half of all housing and they are also significant providers in France. Until recently they were less significant in Australia; only the South Australian Housing Trust (now Housing South Australia) played a leading role in mid twentieth century planning and provision of dwellings and residential areas, being responsible for a little more than 10% of all accommodation in the state, including the two new towns of Elizabeth and Noarlunga (Marsden, 1986), and

later sharing as a collaborative partner with the commercial developers Delfin in the successful mixed public /private development of Golden Grove, in north east Adelaide.

This collaborative approach linking different sectors and levels of government has recently been applied within 2009- 2013 Commonwealth Government Economic Stimulus package. The Commonwealth Government's $6 billion National Rent Affordability Scheme (NRAS) and $500 million Housing Affordability Fund guaranteed start up grants and tax reductions for business and social enterprise providers who agreed to produce suitable housing at levels up to 25% below market rates and levels (Commonwealth of Australia, 2012). Initially, this program was mainly taken up by social enterprise organisations such as Canberra Community Housing in the ACT and the Brisbane, Gold Coast and other Housing Companies in Queensland, but the response to Round 4 applications in 2011 indicates that the business sector is now taking up a substantial proportion of the 20,000 approvals, especially in NSW and Victoria.

Initially the Brisbane Housing Company saw itself as collaborating laterally with governments, professional practitioners and market investors, intending to avoid housing management and involvement with tenants, purchasers or local residents. However experience of provision and need soon drew them into these fields, including extensive tenant consultation and collaboration with the residents and advocates of their award winning apartment blocks and mixed housing estates. If it was experience which generated the establishment of their Tenant Participation Service, it was collaborative links with government departments, community associations and professional colleagues which give rise to such interesting schemes as the Columba Street conversion of an old school block on Richlands High School site in the south western suburb of Inala for 26 affordable rental dwellings, each with small front and back gardens. The simple act of devolving governments responsibilities for affordable housing does not solve the problem of standardised housing and stigmatised estates: that requires the application of collaborative planning and management of the sort which BHC is now practicing.

Figures 4 & 5: Back and Front views of Columba Street conversions of Richlands High School teaching block with small front and back gardens, Brisbane Housing Company

Figures 6 & 7, Attached dwellings Earnshaw Terrace and Barbara and George, residents, Brisbane Housing Company

These issues are at their most acute where housing conditions are most severe, in the overcrowded, under-serviced and legally insecure slum housing and spontaneous settlements that make up a sizeable proportion of the total housing stock in many of the most rapidly growing cities of South Asia, South America and Africa. The first response of central governments is often to plan to clear the squatter's shacks with the intention of relocating them elsewhere, irrespective of the social and economic networks, which are needed to sustain the family and social lives of their occupants. Motivations may vary from preparing the way for modernisation and urban development as in Lima, Rangoon and parts of Mumbai, through intentions to modernise the city's housing stock in Singapore and parts of Seoul, Manila and Rio de Janeiro, to simply creating free space for land speculation as is current happening in Phnom Penh (Australian Broadcasting Commission, 2012).

A more collaborative approach can avoid these conflictual and socially destructive approaches. The deeply entrenched desire of humans to provide and shape their own shelters- going back at least 400,000 years to the wicker work shelters of the Homo Erectus builders of the structures of Terra Amata on the slopes above the modern city of Nice - can be supported rather than repressed (Leakey,1981:123-5). The public sector can concentrate on the necessarily public goods of sewerage; water and power supply and guaranteed public rights of access. The collaborative improvement of over 100,000 of such locally constructed and often spontaneous dwellings in the bustees of inner Kolkata in the nineteen eighties demonstrated natural advantages of working with local residents rather than against them in ways advocated a decade earlier for Peru by John Turner (1976). In Kolkata the Metropolitan Development Authority, using World Bank funds, confined itself to sewering the slums and providing connections to a huge new treatment plant in the Bay of Bengal, introducing good surfacing and street lighting for the existing network of urban pathways and stimulating the local economy by investing in locally produced drain pipes and sanitary ware (Heywood 1986).

Figure
8. Puja Festival of renewal and cleansing in a Bustee area of inner Kolkata after introduction of public services improvement program.
Figure 9. Inner city water space during Puja festival in Kolkata following removal of sewage by installation of metropolitan waste treatment plant

By comparison, the current crony capitalism that is driving inner city dwellers from one temporary refuge to another in Phnom Penh, using armed police to clear protesters and escort bulldozers is neither socially productive nor politically acceptable (Australian Broadcasting Commission, 2012). In such situations, collaboration should outbid and outlast coercion.

Communal Spaces

Welcoming and sociable public spaces are also hallmarks of healthy societies, allowing people to gather to discuss their hopes and concerns and to celebrate their senses of place and belonging. Italian piazzas, like Siena's Campo and Venice's St Mark's Square, English squares, village greens and town commons and Buddhist stupas and surrounding assembly areas, like that at Boddhnath in Kathmandu all fulfil these functions.

Figures 10 & 11, The Campo in Siena, Site of the annual Palio horse race between Contrade, showing the Palazzo Publicco and the many engaging open air cafes and restaurants which bring together residents tourists and local entertainers and performers. Photos by author

They both express and generate possibilities of further collaboration, as in the Agora and Stoa of classical Athens, where Socrates stumped around 2.400 years ago, challenging the youth of the city to question the nature of truth and the meaning of citizenship. Further east, one can dine in the open air in Florence's Piazza della Signoria, under the ever-youthful gaze of Michelangelo's David and the safely severed head of Benvenuto Cellini's Medusa. The mix of architecture, art, food and travel still promotes collaboration within and between Tuscan cities, as it does in Brisbane's Post Office Square, depicted below in Figure 13

Figure 12, Lunchtime in the Piazza Signore in Florence, with Michelangelo's *David* and Pitti Palace. Photos by author
Figure 13. Lunchtime in Brisbane's Post Office Square showing happy collaboration of uses, spaces, scales, times and styles. Photos by author

Another example is provided by Brisbane 's Southbank Gardens. Originally slated for totally privatised and commercial redevelopment after the closing of the Bicentennial Expo, they have instead been developed as a metropolitan focus of play, pleasure, exercise, weekend markets and public access. This resulted from collaboration among the three professions of architecture, landscape architecture and planning and between city politicians and community activists in the face of a lucrative fait accompli announced by state politicians (Heywood 1995).

Figures 14, 15 & 16, Brisbane, South bank 1983, awaiting redevelopment for the Bicentennial Expo; unused space; auto repair industries and riverside concrete plant Photos by author

Figures 17,18 & 19, The Revised South Bank Development Plan, 1991, the new Southbank Beach and a performing artist entertaining visitors, next to the Bougainvillea Walk. Photos by author

 New Zealand's system of Maraes - designated open spaces dedicated to Maori cultural purposes - protect them from development and reserve their control for the Iwi or Maori governance body; they offer a fertile example for other countries of a good way to link planning controls to community collaboration and cultural and public space conservation (New Zealand Government, 1991). Community gardens and urban farms can perform similar though less symbolic roles in drawing people together and providing much needed respite from the intensity of urban life. Without collaboration neither Marae not community gardens would long survive, but the remarkable flowering of the latter throughout the great cities of the contemporary world indicates how highly valued are their contributions to urban life. There is no better expression of the role of physical development in prompting social cooperation than these reclaimed urban spaces. Hilary Peters, the moving spirit behind the establishment of Surrey Docks Urban Farm in southeast London writes of "the dreadful alienation of people in the abandoned docks that wasn't just the result of unemployment. They were alienated from themselves, each other and their surroundings." Now the small two hectares farm is a focus for community activists, local craftspeople, human resource development programs, long distance walkers and cyclists and people of all ages looking for worthwhile activities (Peters, 2009; Heywood 2011:11)

Enriching as such re-naturalised spaces are, the great designed set pieces and their modern successors in street malls and city squares remain the classical magnets for social life and collaboration as they have been for over 2,000 years. They need a balance of public, commercial and community activities. Where designed or re-designed without collaboration, as in the recent refashioning of Brisbane's venerable King George's Square with hard surfaces, unsympathetic materials, and intrusive commercial functions breaking up the symmetry of the classical old spaces, they can lose all capacity to delight or even detain their users. Nearby another long established urban space in Post Office Square continues to provides exactly the embracing open textured and welcoming space that the city needs to promote contact and a sense of ownership of the city.

Figures 20 and 21. Brisbane's King George's Square, undergoing reconstruction and resurfacing with a minimum of public consultation and the unwelcoming outcome, contrasted with the sociable space of the nearby Post Office Square. Photos by author

Community Life
Festivals and artistic activities are potent sources of the collaborative stimuli that go to produce the social and cultural capital to bond, bridge and link people to each other and underwrite the social and economic success of the city (Putnam, 1993). Festivals perform amazingly diverse roles, spanning the social inclusion of minority groups and the commercial promotion of culture, tourism and creative industries (Landry, 2008). At one end of the spectrum international Expos and sporting competitions can transform the land uses, self image and tourist trade of great cities like London, Seoul and Sydney while at the other they can bring together fragmented communities needing to recover a sense of self worth. Street parties, too, are a form of festival, as are the parties in the park that are increasingly common in metropolitan suburbs.

Performing skills play a major role in the building of social and cultural capital. Putnam's definitive study of the roles of social capital in the regional development of Northern Italy, *Making Democracy Work* (1993), focussed on choral and other such communal activities as traditional pageantry and folk dancing, and showed how these correlated with mutual trust and capacity to work together even when national and regional politics produced volatile and unstable leadership. Later in the 1990s, Cooke and Morgan (1998) showed that one of Putnam core regions of Emilia Romagna was a European leader in developing an associational economy using strong bonds of contact and trust to link extensive networks of small producers into energetically productive chains. These proved capable of responding rapidly to changing conditions in global markets (in this case in the production of high fashion knitwear) resulting in unusual economic resilience in a decade of uncertainty and contraction

Similar systems of formation of social capital are at work in Australia. Brisbane's month-long annual *Music Fest* every October brings groups of school children from over 500 schools, totalling more than 20,000 participants from all parts and school systems of Queensland and draws in others from Northern New South Wales and the Australian Capital Territory. The Fest, which builds creatively on long standing traditions of regional Eisteddfods, includes choral, orchestral, string, piano and jazz competitions, and has done so for over 30 years. Performances occupy three separate venues running in parallel for 5- 10 hours every day, and involve children from both state and independent systems (Houghton, 2012, pers. com.) It is clear that this extraordinary feat of collaboration between the business, state and community sectors (the Fest was started by the Australian Academy of Music and is now actually run by the commercial Prestige Music Ltd who produce sheet music for schools) is proof against cyclical cut backs in government expenditure on the arts. Participation of teachers is uncontroversially supported out of leave and travel entitlements; and the young people who are competing are financed by their parents and from within their communities. Accommodation in Brisbane is in cheap hotels, back packers and with friends and relations. It is clear that this remarkable annual festival is a rich source of bonding within schools and among the members of their orchestras and bands; that it builds bridges between different

communities and educational sectors who meet each year in Brisbane; and that it links local aspiring young musicians with members of the musical establishment who act as MCs and adjudicators.

Collaboration and cultural development go hand in hand. The Aboriginal Dance troupe of Yuli Burri Bah on Minjerribah (North Stradbroke Island) for instance, conserve and enact the cultural traditions of the Quandamooka peoples at the same time that they maintain their personal fitness and build both bonding and bridging links with each other and with visiting tourist groups from all parts of Australia and worldwide. On an even wider stage, the Tjapukai dance troupe of the Kuranda area of the Barron River uplands of North Queensland now tour the world and reap a rich harvest of acclaim and professional self-respect. Singing, dancing, painting drawing, and designing are all activities that can be powerful vehicles for collaboration. It is also significant that there are several instances where courts of law have confirmed Native Title rights on the basis of songs and dances that traditional owners have preserved to record associations with that country. The courts are leading public opinion in recognising the significance of creative collaboration

Natural environments are the most ancient and perhaps the most widely embraced and acknowledged arenas for collaboration. The preservation of universal rights of access to river banks and woodlands is enshrined in the Common Laws of England which stipulate that as long as public rights of way are traversed once a year they must remain open to all. It was on this basis that throughout the 1930s Tom Stephenson and his associates in the Ramblers Association broke down fences erected across customary paths in England's Peak District and southern Pennines, facing and embracing imprisonment by local landowning magistrates and challenging the courts to defy egalitarian legal traditions. One of the most significant planning acts of UK's Post War Labour government was to establish in 1949 a National Parks Commission (now "Natural England"), responsible for running ten large National Parks in collaboration with County Planning departments with a total extent of nearly 10% of the country's total land area (Cullingworth, 2006; Natural England, 2012) and an even larger proportion in Wales and Scotland. These national parks are designed not only to ensure public access, but also to safeguard natural species and habitats in Areas of Outstanding Natural Beauty (AONBs). They also include a number of much loved long distance footpaths, the first of which, the 256 mile Pennine way, was officially opened by Tom Stephenson in 1965.

Similar collaborative protection of valuable and vulnerable habitats and species is practiced by Australian Aboriginal communities with their setting aside of "Poison Lands" and use of totems to protect vulnerable species like koalas, wombats and even possums. Scientific champions of the spirit of "Gaya" the Greek goddess of nature like James Lovelock (1979), Rupert Sheldrake (1990) and Tim Flannery (2010) extend the idea of the collaboration beyond cooperation for the protection of nature to embrace belief in a deep seated harmony among species which is necessary to maintain the health of the global ecosystem we all share.

Recognition of this kind of reciprocal responsibility leads environmentalists to seek to safeguard important natural features in both rural and urban areas. The Yorkshire Wildlife Trust (YWT) in England, for instance, assists landowners to maintain woodlands and farm buildings in good condition and runs camps to introduce young people to conservation activities and a better understanding of natural environments. The YWT simultaneously protect and present moor, valley and woodland environments. In urban areas in many countries local conservation groups who oppose the destruction of critical creek corridors to make way for new roads and residential developments also collaborate to maintain their health by weekend working bees. In Greater Brisbane, for instance, there are now eleven such groups cooperating in the Brisbane Catchments Network with two local governments

and three other collaborative associations to promote regional scale creek corridor conservation (Brisbane Catchments Network, 2012).

Over the last twenty years, this network has grown rapidly from the pioneering work of such local groups as the N4C (Norman Creek Catchment Coordinating Committee). In the 1980s N4C had joined with other Community groups to protect the short but significant Norman Creek valley from massive industrial and road development (Heywood, 2011). As the City Council found it stage by stage forced to adopt the community's alternative recreational and conservation strategies, they moved into a partnership with N4C and with other such groups, now extending to embrace eight creek corridor conservation groups who are consulted, informed and supported by the council.

Figures 23 and 24, Working Bee along Norman Creek & Imagining the Future of the Norman Creek Catchment (Brisbane City Council 2012)

Similar situations were earlier developed and applied in the USA's northwestern corner where the State of Oregon enshrined riparian rights of conservation and access in its trail blazing 1974 Land Use Act. Five of Oregon's legally binding 19 State-wide Planning Goals, dealing with natural resources of air, land, water, estuaries, coasts, beaches and the Willamette waterway protect and guarantee access to the state's water courses and coastal spaces, and provide an example to other jurisdictions in America and worldwide (State of Oregon, 2012) .

Collaboration is also beginning to supplant competition in the management of the extensive coastal and offshore ocean habitats of the world's largest island of Australia, where many fish, bird and mammal populations are threatened with devastation and in some cases extinction by competitive over fishing and careless conduct of trawlers and tankers. In November 2012, scientists and activists combined to achieve the promise of the world's largest array of marine reserve, when the Commonwealth Government announced the establishment of 40 new reserves adding more than 2.3 million square kilometres to Australia's marine reserve estate (Australian Government, 2012) . This will result in a total area of 3.1 million square kilometres of ocean being managed primarily for biodiversity conservation, fulfilling the Australian Government's part in the creation of a new national system.
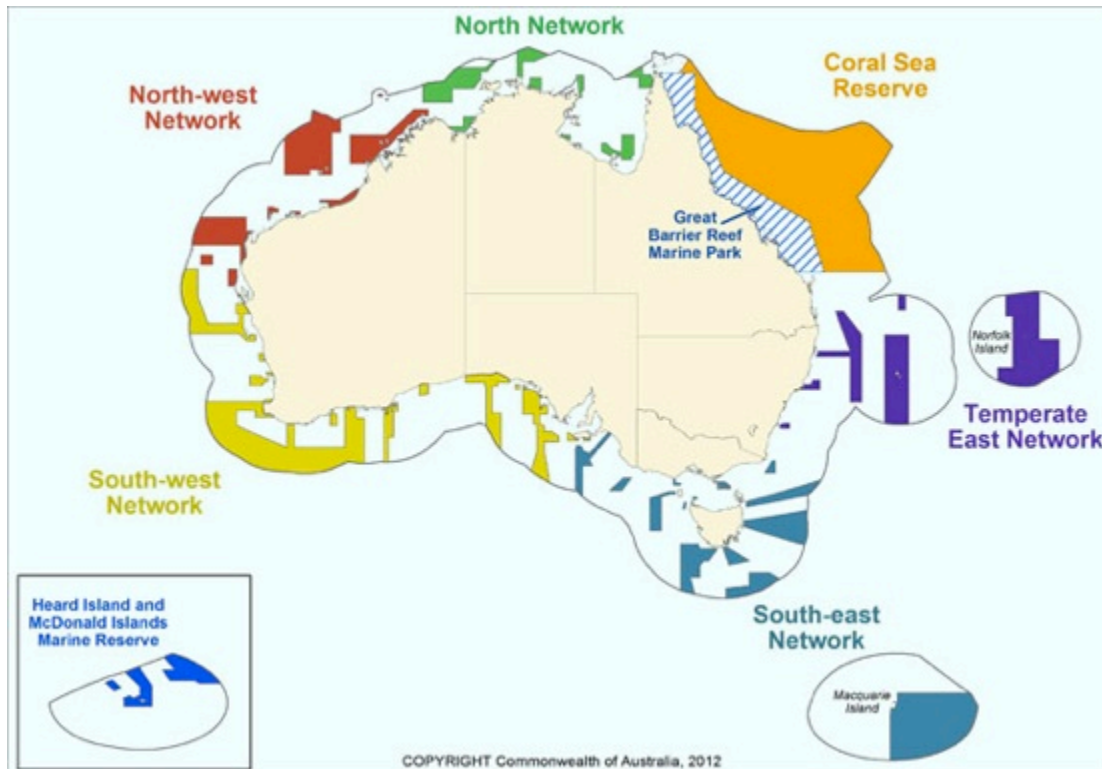
Figure 22. Australia's New Network of Marine Reserves

Conclusions

In conclusion, it is now possible to identify the strong patterns of association and collaboration within and among the three arenas of community development, economy and governance in each of the four selected fields of housing, public space, community life and natural environment, and these are summarised in Table 1 below

Table 1 Arenas and selected activities of Collaborative Planning

Planning Arena Sphere of concern	Shelter	Public space	Community Life	Natural Environment
Community Development	Tenants Associations. Housing Coops. Housing mix policies.	Urban Farms, Shows Fairs & Exhibitions. Public spaces like Brisbane's South Bank Gardens	Community Festivals. Performances & exhibitions of music, drama, culture & sport	Creek Catchment Coordinating Committees. Communal spaces like Norman Creek Common
Economic Sectors **(Public, Private, Commercial and Community)**	Government investment & infrastructure support Brisbane Housing Company's mixed investment streams and	Public Squares. Commercial and Community Craft and Farmers Markets. Community Gardens	Economic Associations & networks/ Creative arts industries Cultural tourism Mentoring &	Ramblers Associations & National Park Associations. Nature England Environmental Protection Agencies.

	tenures		sponsorships	Envt. tourism
Governance (Global, Continental, National, Regional, Urban, Local, Commercial and Voluntary)	Building Standards and Planning provisions Commercial Master Planned Communities Housing Associations and Trust Developments.	National Parks Civic Squares Neighbourhood Parks Private, school and community sports fields Commercial halls and fitness clubs	Residents & Tenants Associations. Delegated powers and partnerships. Land & Watercare. Wildlife Trusts & Funds. Custodianship of Country	Creek Catchment Conservation committees World Wildlife Fund and Wildlife Trusts Societies for the Prevention of Cruelty to Animals. World Heritage Listings of UN & ICOMOS

An interesting aspect of these welcome links is the role collaboration is playing not only as part of the *process* of planning, but also as one of its motivating *goals*. If other widely adopted goals such as prosperity, choice, justice and sustainability are to be pursued and achieved, then there will inevitable conflicts that will arise between aspects of each which can best be managed by acknowledging the importance of collaboration as a value in its own right. Such collaboration should ultimately extend not only within and between communities, but also extend to our relations with other species to help nurture a sustainable world where people consciously aim to live in harmony with each other and with the rest of the global habitat.

These aims no longer appear utopian- they run a greater danger of being regarded as conventional wisdom. Nevertheless, it is essential to recognise that their widespread acceptance would prove to be a great advantage to all. Collaboration can spread like groundwater, percolating upwards and sideways to irrigate and transform brittle structures of command and control. Cooperative swarms and ecologies of mixed uses can replace rigid zones based on promotion of competing activities. Street gardens and creek corridors can transform regimented open space provisions. As the Internet and mobile phones combine to reduce the scale of the contemporary world, collaboration has become simultaneously easier and more effective; Planners have nothing to lose but their chains of command. And we stand to gain a world of initiative, energy and harmony.

Afterword
Congress delegates may choose to visit some of these local examples themselves if they are staying in Brisbane for a few days after the congress: South Bank Gardens provide one interesting example adjacent to the Conference venue; the Norman Creek Common and conservation corridor at Stone Corner is also within ten minutes travel by Brisbane's excellent South Eastern Busway.

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