

Toward an Integrated Planning Strategy for the Kurilpa Peninsula

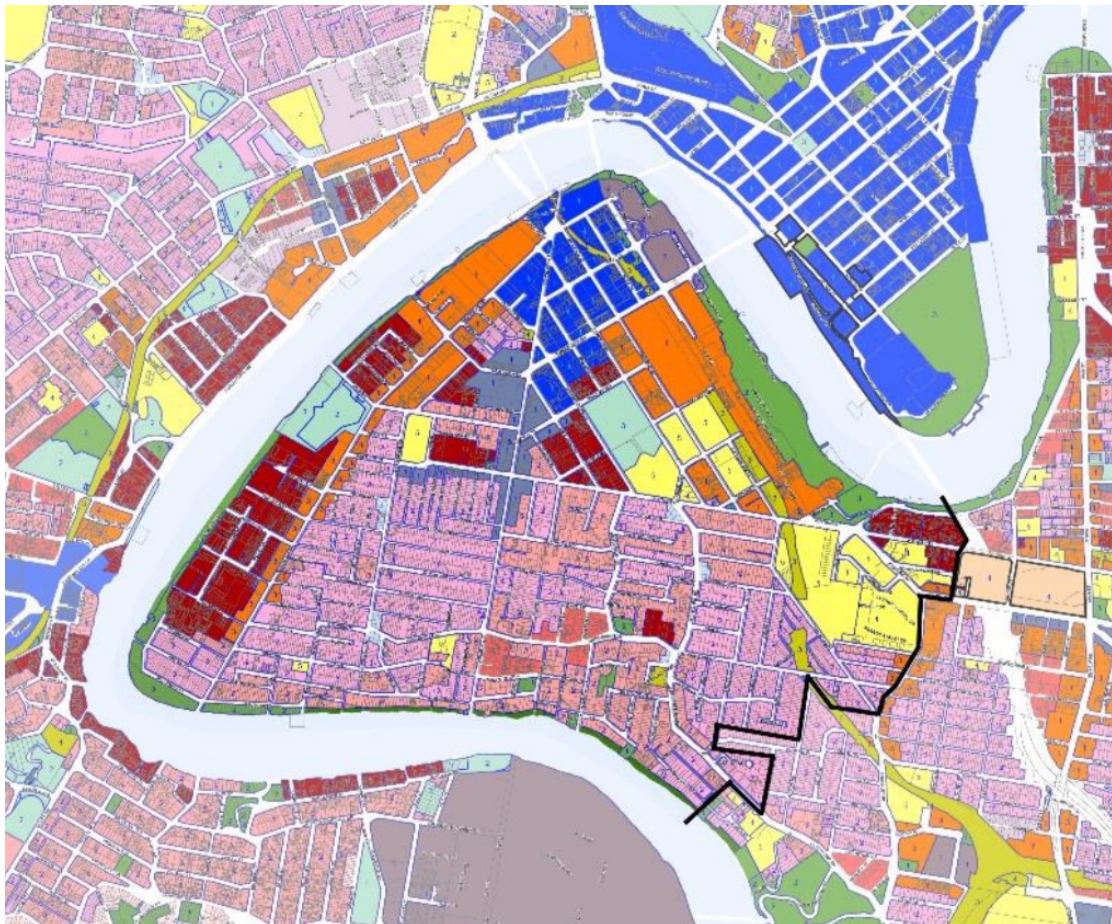
March, 2019

Introduction

The purpose of this paper is to highlight the urgent need for integrated planning and infrastructure in the Kurilpa Peninsula, in the context of significant growth figures, and to call for a Planning Strategy.

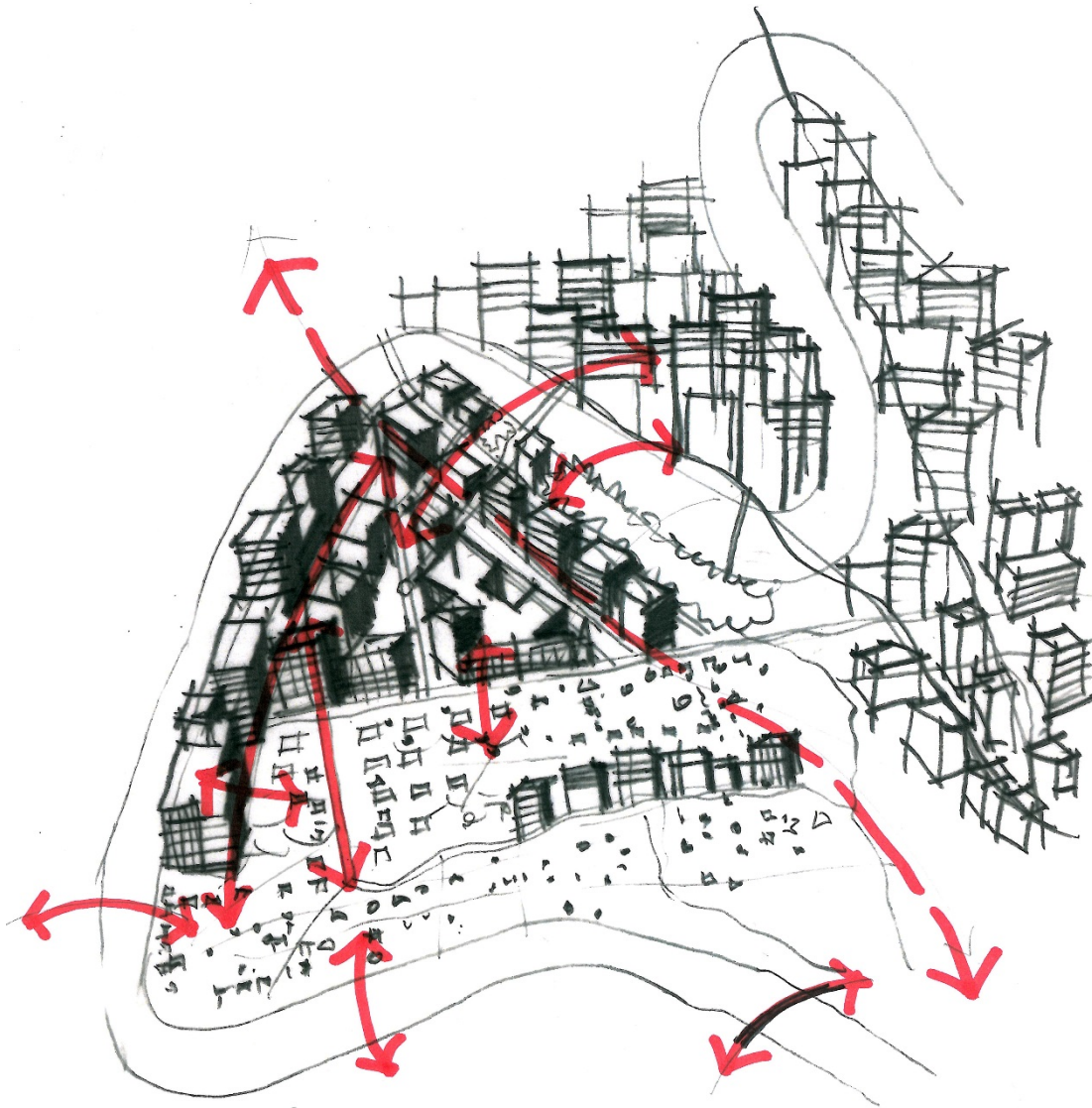
Kurilpa Peninsula (KP) incorporates the three suburbs South Brisbane, West End, and Highgate Hill. The development of Kurilpa Peninsula is controlled by the Brisbane City Plan 2014, which references:

1. South Brisbane Riverside Neighbourhood Plan [SBRNP], 2011
2. West End Woolloongabba Local Area Plan [WEWLAP], 2014
3. Brisbane Local Government Infrastructure Plan (LGIP), 2016-2026



The Kurilpa Peninsula planning strategy area

Strategies relating to recent government infrastructure such as Cross River Rail, Brisbane Metro, and the Queensland Children's Hospital post-date the above planning documents and also impinge on current planning policy. In addition, the November 2018 release of a South Bank Parklands upgrade and the State Government Transport and Mobility Study 2018 will need to feed into any legitimate and integrated planning strategy for the area. In summary, there are many plans, but no integrated planning for the area as a whole.



The Kurilpa Peninsula planning strategy area is at the confluence of many differing local, strategic and transport plans and is the fastest changing area in the city.

1. Planning Issues

1.1 Lack of an Integrated Vision

The Kurilpa Peninsula is a vibrant and exciting precinct within Brisbane City. It has an existing community and character of long-standing reputation, which is widely appreciated. Future growth should complement rather than damage this vibrant neighbourhood. Some of the existing local plans which are managing the growth of the area are outdated, and other plans are poorly integrated, both with each other, and also with Brisbane's City Plan 2014 and Local Government Infrastructure Plan (LGIP) 2016-2026. The current plans and policies do not add up to an integrated vision, and they do not adequately plan for a coherent future for this distinctive and well-recognised inner urban area.

1.2 Need for a nexus between planning and infrastructure

Assumed future development is fundamentally important to the provision of social and hard infrastructure within a planning precinct, yet there is no consistent reckoning of the future population in the various planning documents for the Kurilpa Peninsula. **Appendix 1** outlines population planning disparities, including:

- The BCC 2011 Priority Infrastructure Plan predicts the population of the Kurilpa Peninsula to increase to 21,000 by 2026. The Government Statistician now predicts the population to increase to 43,000 by 2026.
- In 2018, the population of the Kurilpa Peninsula was estimated to rise to 61,000 in 2036
- Extrapolation of the historic rate of approvals 2011-2016 indicates a population growth rate for that period doubles the long-term predictions by the ABS.

The development potential of the Kurilpa Peninsula area under the SBRNP and the WEWLAP substantially exceeds all the assumptions made above. (See **Appendix 1**). Such significant and rapid development could result in serious infrastructure under-servicing and will lead to further deterioration of community amenity and sustainability.

The Kurilpa Peninsula has an important role to play to sustainably accommodate the predicted growth of Brisbane. However, we note that the extent of development proposed for the Kurilpa Peninsula exceeds the proportion of growth required to be accommodated under the SEQRP by fivefold (See **Appendix 2**).

2. A Planning Strategy

A Planning Strategy is needed for the Kurilpa Peninsula, to sit between the Brisbane City Plan 2014 and the local and strategic plans referenced in the City Plan. The Planning Strategy would:

- Articulate a clear vision**, drawn from an effective and meaningful community engagement process, concerning a wide range of needs and hopes to define the plan's scope, span, purpose and goals and integrating other planning instruments.

- b. **Establish the area's appropriate maximum population capacity** and ensure the provision of infrastructure is consistent with stated planning outcomes. The appropriate infrastructure to service a population is detailed outside of the local planning documents (for example, the City Plan sets a target of 1ha of open space for 1,000 people) and thus the Planning Strategy should detail how this infrastructure is to be provided.
- c. **Inform potential revisions** to local plans, as required. Most importantly, the Planning Strategy will require that before further development is allowed to proceed, the requirements set out in the Strategy have been satisfied.

3. Case Study – Riverside South Precinct

The failure to provide appropriate infrastructure in a timely manner is evident from a walk through the urban renewal development in the Riverside South Precinct. Appendix 3 documents the combined effects of the lack of infrastructure and excessive density provisions in the Riverside South Precinct. Over intensive building height and scale specifications in the SBRNP have exaggerated the development capacity of this area, without adequate consideration for the required infrastructure. What should be a delightful riverside community is a sadly homogenous dormitory area. This paper seeks to avoid a replication of this style of development throughout the SBRNP areas.

4. Development of a Planning Strategy

Many local submissions and recommendations on world's best-practice for developing such a strategy have already been made by concerned community groups regarding the Kurilpa Peninsula area. The Kurilpa Futures Community Forum (2014) is one exemplar and Brisbane City Council and State Government are urged to return to this document for vital local-area history and resource material that will inform the proposed Planning Strategy, and we encourage adoption of similar community planning processes (refer **Appendix 3**).

The effective movement of people and vehicles is critical to the satisfactory development of any urban environment, in particular where the initial infrastructure no longer serves the needs of an expanding, changing population. The inclusive process, of the Kurilpa Futures Community Forum, should be adopted by the current State Government Transport and Mobility Study 2018. The Planning Strategy could be resourced in a similar manner to the TAM Study and should be undertaken in the next year.

Finally, it is believed that a Council-led project with genuine community participation will ensure that this unique area is not just preserved, but thoughtfully developed for a unique, imaginative and sustainable future for the people of Brisbane/ Kurilpa Peninsula.

5. Key Outcomes and Recommendations

The three main outcomes are as follows:

- 1 The Planning Strategy will define an integrated vision and planned future population capacity for the Kurilpa Peninsula.
- 2 The Planning Strategy will provide confidence to the local community as the area continues to grow,
- 3 The Planning Strategy will clearly show how the various planning instruments will provide integrated infrastructure and exemplary planning for the Kurilpa Peninsula.

We strongly urge State and Local government to collaborate with the community to develop an integrated planning strategy for the Kurilpa Peninsula within the 2019-2020 time frame.

APPENDICES.

Appendix 1: Population Projections for the Kurilpa Peninsula

Appendix 2: Population Growth & Dwelling Demand Figures for Brisbane City & Its Inner Areas Set by Shaping SEQ, 2017

Appendix 3: Case Study – Riverside South Precinct

Appendix 4: Participatory Policy Planning Process

APPENDIX 1: Population Projections for the Kurilpa Peninsula

1.1 Population projections based on the BCC 2011 Priority Infrastructure Plan

The Priority Infrastructure Plan (PIP) contained in the Brisbane City Plan 2000 makes the following population projections for the Kurilpa Peninsula:

Table 1.1 Brisbane Priority Infrastructure Plan

2012

	2011	2016	2021	2026	Ultimate
West End	8,637	9,513	10,452	10,542	10,542
South Brisbane	4,967	5,118	5,222	5,307	5,448
Highgate Hill	4,932	5,007	5,070	5,112	5,112
Total	18,536	19,638	20,744	20,961	21,102

Brisbane City Plan 2000

www.brisbane.qld.gov.au/sites/default/files/Appendix5.pdf Table 3.4—Existing and projected population

2018

	2016	2021	2026	2031	Ultimate
West End	9,848	11,903	16,125	20,279	25,648
South Brisbane	6,856	15,244	16,931	25,373	30,950
Highgate Hill	6,498	6,519	6,504	6,476	7,072
Total	23,202	33,666	39,560	52,128	63,670

Brisbane City Plan 2014

14th September 2018 update, City Plan Schedule 3,
SC3.1.1, Local Government Infrastructure Plan Mapping and Tables

1.2 Population projections based on Census projections

The Bureau of Statistics updates population projections every 5 years. The projections made at various times in the past are tabulated below:

Table 1.2 Population Projections

Projected population (medium series),
by statistical area level 2 (SA2), SA3 and SA4, Queensland, 2016 to 2041

SA2		At 30 June					
		2011	2016	2021	2026	2031	2041
2013	Highgate Hill	6,164	6,576	6,713	6,818	7,056	7,397
	South Brisbane	5,770	8,327	12,196	14,992	18,418	20,562
	West End	8,531	10,664	15,967	19,328	22,146	23,813
	Total	20,465	25,566	34,876	41,138	47,619	51,772
2015	Highgate Hill	6,164	6,669	6,738	6,801	6,864	6,916
	South Brisbane	5,770	6,920	11,732	17,665	23,250	28,391
	West End	8,531	9,806	13,515	17,281	20,957	23,488
	Total	20,465	23,395	31,984	41,747	51,070	58,794
2018	Highgate Hill		6,705	6,934	7,071	7,262	7,460
	South Brisbane		7,777	13,729	18,933	24,797	28,877
	West End		10,211	13,590	17,227	21,432	24,650
	Total	0	24,693	34,254	43,231	53,491	60,987
							67,142

Source: Queensland Government population projections, 2018 edition;
Australian Bureau of Statistics,
Population by age and sex, regions of Australia, 2016 (Cat no. 3235.0).

1.3 Population projections based on historic rates of development

Rates of planned growth of residential development and population have a chequered history in this area. Approvals of around 9,000 dwellings, likely to accommodate about 20,000 people, have already been triggered by the SBRNP in the six-year period 2011-2016 alone, capable of accommodating a population increase of 3,150 people per year. This is approximately double the long term rate of population growth predicted by the ABS. (See www.helenabrahams.com)

Recent population estimates reflect the rapidity of development in South Brisbane, West End and Highgate Hill. According to Brisbane City Council the 2018 predictions for population growth in the next twenty years will see an increase from 20,000 people in 2011, to over 60,000 people by 2036. This a four-fold increase in South Brisbane and a 2.8 times increase for West End populations.

These BCC predictions are detailed within the Schedules of the Brisbane City Plan amendments. *There has been no reciprocal increase in the planned provision of infrastructure since 2011.*

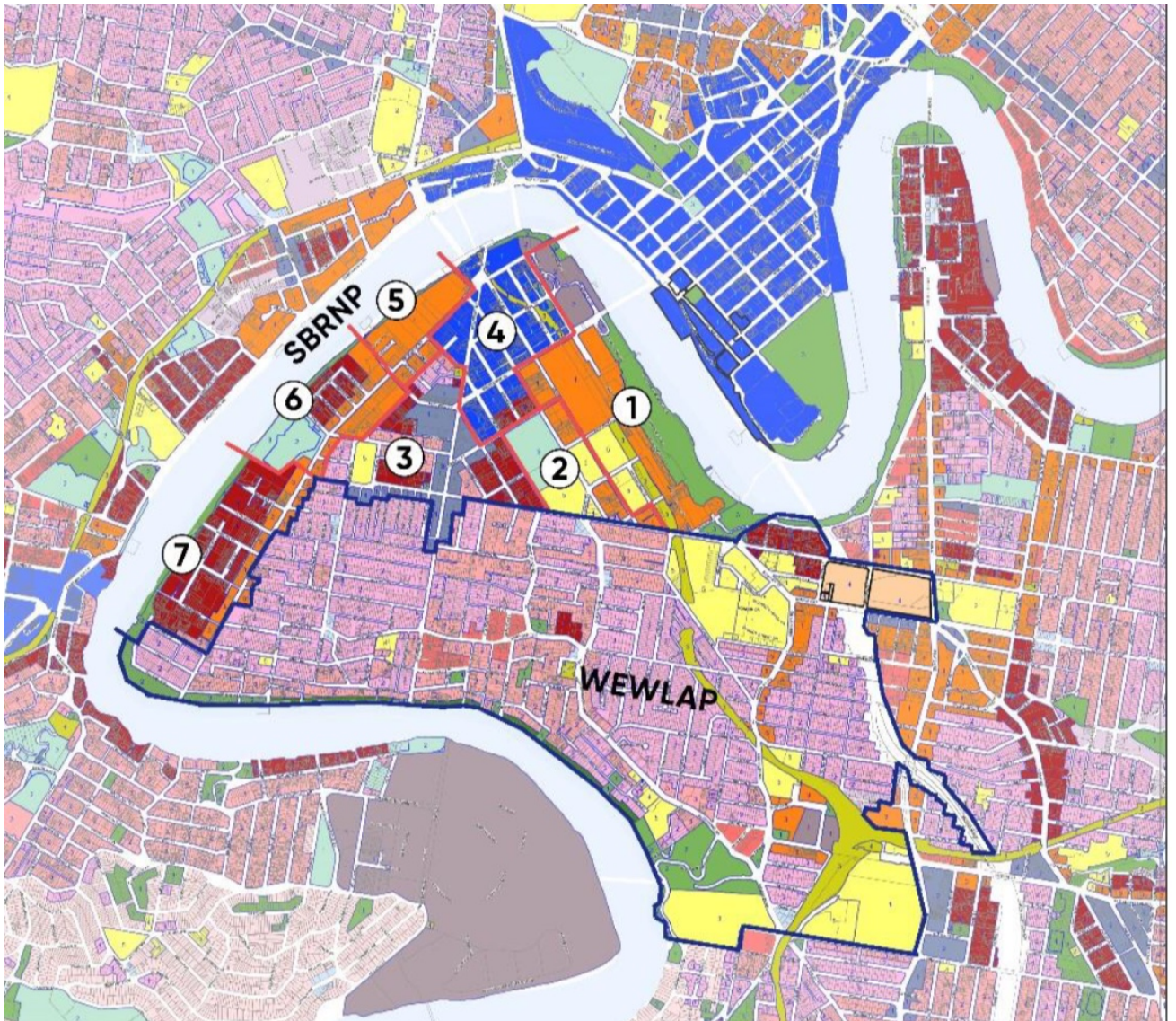
1.4 Population projections based on allowable development under planning scheme

Analyses of the development capacity of land already zoned for medium and high density residential development is provided below. This indicates that (at the current average of 40% of total site area occupied by residential towers) these zonings would accommodate more than 60,000 extra dwellings and well over 100,000 people. This analysis is based on presumptions about degree of site aggregation and relative proportions of commercial and residential development and should be undertaken with more rigor as a priority.

Table 1.3: Residential Yield Potential of the Kurilpa Peninsula

Region	Precinct	Area	Sub Precinct	Area	Area as percentage					Res Area	Floors		Density	Units	Av density	
					O/S	Education	Low Res	Other	'comm		Total	Range				Assumed
SBRNP	No Name	ha		ha						in ha						
	1 South Brisbane R	59.4			50%	10%	0%	40%	0%	100%	N/A					
	2 Musgrave	20.1			40%	30%	0%	10%	20%	100%	4.0	5-12	8	45	360	
	3 Boundary and Vu	41.0	A General	29.0	0.1%	5%	0%	25%	70%	100%	28.7	3-15	8	45	360	
			B Edmonstor	7.3	0%	0%	0%	25%	75%	100%	5.5	6	6	45	270	
		C Heart	4.7	0%	0%	0%	25%	75%	100%	3.5	3	3	45	135		
	4 Kurilpa	37.1			0%	0%	0%	25%	75%	100%	27.8	8-30	20	45	900	
	5 Riverside North	13.1			1%	0%	0%	25%	74%	100%	9.7	12-15	12	45	540	
	6 Buchanan and De	25.0			40%	0%	0%	25%	35%	100%	8.8	8-12	8	45	360	
	7 Riverside South	35.7			8%	0%	0%	25%	67%	100%	23.9	4-12	7	45	315	
Total	231.4							48%	100%	111.9			489	54,680	236	
Total Measured	235.3		1.7% error													
WEWNP	1 West End	101.6			2%	0%	70%	25%	3%	100%	3.0	3	3	45	135	411
	2 Highgate Hill S	38.3			5%	0%	5%	27%	63%	100%	24.1	3-5	3	45	135	3,257
	3 Highgate Hill N	46.7			0%	0%	50%	25%	25%	100%	11.7	3-15	4	45	180	2,102
	4 Highgate Hill E	35.4			0%	0%	70%	25%	5%	100%	1.8	3	3	45	135	239
	5 South Brisbane	50.0			0%	0%	10%	65%	25%	100%	12.5	3-15	5	45	225	2,813
Total	749.4							25%	100%	185.2				32	6,009	8
Grand Total	981									297				204	60,690	62

Figure 1: Residential Yield Potential of the Kurilpa Peninsula



Note: Numbers in Figure 1 are to read in conjunction with Table 1.3 in relation to SBRNP precincts

APPENDIX 2: Population Growth & Dwelling Demand Figures for Brisbane City & Inner Areas set by *Shaping SEQ*, 2017

The Regional Context

Shaping SEQ is the Queensland Government official regional plan for South East Queensland (SEQR), setting the official planning framework and population and housing targets for all nine South East Queensland local governments. Presided over by the Deputy Premier the Hon Jackie Trad; the Steering Committee also included the Lord Mayor of Brisbane, Councillor Graham Quirk. Its land and policy recommendations were based on forecasts of population and dwelling demand over time periods of 15 and 25 years, the former coinciding with the time horizon of the SBRNP. Brisbane City was allocated a total of 110,600 by 2031, as will be seen from Table 2.1 below, of which 105,700 were to be within existing developed areas (Chapter 3, *Growth*, P. 38 *The Next 25 years*) These can be further distributed between the three “City Shape” locations of Transport Corridors, Nodes and Inner-City growth.

Table 2.1. Regional Plan Growth Allocations For Brisbane City 15-Year Time Horizon, 2016- 2031

Existing residential areas:	105,700
Greenfield sites	4,900
Total	110,600

Based on an extensive public consultation exercise involving over 60,000 respondents, the original 2006 *City Shape* set a policy emphasis on the two most highly rated categories of location. These were corridors which scored highest and nodes next, resulting in a City Shape strategy of according priority to transit orientated developments around public transport nodes along corridors, while discouraging edge of city centre and peripheral green field locations. Even assuming that equal priority be now awarded to each of these three sets of locations, this would still mean that no more than a third of the 105,700 new dwellings should be located in the inner city, totalling a share of 35,230 in each of three zones of Corridors, Nodes and Inner suburbs.

Brisbane City Council has currently recognised 24 separate such locations within five kilometres of the General Post Office, for which it has prepared and designated local, neighbourhood, urban renewal, river strategy and draft master plans, all making generous provision for new residential development sites averaging between 5,000- 10,000 per plan (listed in Table 2.2 below).

Table 2.2. Neighbourhood, Urban Renewal, River Strategy & Draft Master Plans For Areas Within 5 Kms Of Brisbane Central GPO:

Albion
 Bowen Hills
 Bulimba
 City Central
 City West
 East Brisbane - Coorparoo
 Fortitude Valley
 Kangaroo Point
 Kangaroo Point (South)
 Kelvin Grove
 Lutwyche Rd
 Milton
 Milton Station
 New Farm & Teneriffe
 Racecourse Precinct
 River Gateway
 South Brisbane Riverside
 Spring Hill
 Taringa
 Toowong - Auchenflower
 Toowong - Indooroopilly
 West End - Woolloongabba
 Woolloongabba Centre
 Yeerongpilly Transit Orientated Centre

Table 2.3: Dwelling demand and planned supply for SBRNP area as proportion of total of the 18 inner city plan areas:

Total supply needed in <i>Inner-City</i> , 2016-2031:	35,230 dws.
Total supply needed in <i>Kurilpa Peninsula</i> 2016-2031:	6,000 dws.
Actual allocation assumed for SBRNP (55,000 pop's):	25,000 dws.

This more than 5-fold oversupply for Kurilpa Peninsula is rendered more serious because this is replicated throughout all the inner-city planning schemes, which make equally generous provision of land zoned for medium and high-density residential development.

Table 2.4: Brisbane City - Annual Demand and Supply of Dwelling sites

Annual demand for dwelling sites (105,000 over 15 years):	7,000
Share of each of three zones (Corridors, Nodes, Inner city)	
(Aggregate Annual demand for all 24 inner city plan areas):	2,330
Appropriate (1/24) pro rata annual SBRNP share:	97
Actual Annual rate of area res. approvals (9,000 in 8 years):	1,125

It will be seen that not only is Brisbane City Council over-allocating residential development sites in the inner suburbs in general and the SBRNP in particular, but that it is doing so at a rate of many times of that which is needed to meet the inner suburbs share of SEQ calculations of regional demand. This policy sacrifices current community life and future urban form for speculative market aspirations and anticipated commercial convenience, which can only lead to inner city cramming and the defeat of council's own declared "City Shape" strategy of emphasising growth in nodes and corridors around transit developments. As such it demands review in the form of new over-arching inner city policy plans.

There are clearly citywide as well as local interests to be considered in reducing intensities of residential development and redevelopment in Brisbane's inner city areas. Reference is often made to the need for the city to accommodate its allocated share of total estimated regional growth, mainly located on existing "brownfield" sites (formerly industrial, commercial, educational and transport) and "greyfield" ones (places where greater levels of population can be accommodated by redeveloping existing residential sites). Different arguments result in contrasting proposals for appropriate levels of intensity, varying from medium densities and heights of 30 -50 dwellings to the hectare (with 3-4 storeys and 60-70 persons) to ten times those outcomes, with up to 300 dwellings per hectare (with densities of over 700 persons and heights of 30- 40 storeys, well in excess of 100 metres high). These outcomes in turn have very significant effects on the necessary "hard" and "soft" infrastructure of trunk drains and mains, roads, transport, schools, clinics and meeting places.

The Case for Concentrating New Residential Development In Transit-Orientated Developments along Major Mass Transit Corridors

Brisbane City Council's allocation of the majority of high and medium density residential sites clustered around the city centre, unrelated to public transport corridors, conflicts with widely accepted best metropolitan planning practice, and also with the City Council's own *City Shape Strategy* of 2005-6.

This strategy considered four competing locations for future population growth- the inner city; transport corridors; existing urban nodes; and outer greenfield locations. After extensive public consultation, *City Shape* concluded that the best solution was to combine the two most widely supported options – nodes and corridors – into a consolidated strategy of transit orientated development. This approach was also that adopted in Professor Rob Adams' 2009 strategy

“Transforming Australian Cities” for the accommodation of population growth and revitalisation of Greater Melbourne. This strategy, recognised by multiple awards, including the 2010 PIA Strategic Planning Award, has contributed significantly to Melbourne’s consistent ranking as one of the world’s most liveable metropolises over the past 5 years- currently second only to the public transport model of Vienna. Such policies have also been adopted with outstanding success in Vancouver (BC), Portland (Or) and Toronto—the last going back over a period of fifty years to include the 20-year phase of sustained rapid migration-fed growth of the 60s and 70s. The successes of these strategies rest on economic, social and environmental advantages.

Economically, such policies optimise use of infrastructure by encouraging and concentrating travel movements along rail and busway routes. The resultant clustering of new development around transport nodes – including school, recreational and cultural facilities – matches population growth with provision of necessary trunk and social infrastructure. This settlement pattern also serves to preserve and encourage vibrant and creative inner-city suburbs, where new ideas and technologies can be developed fostering design, computer-based, and back office activities; rather than threatening the sustainability of existing inner suburbs to make way for successive waves of inner city re-development.

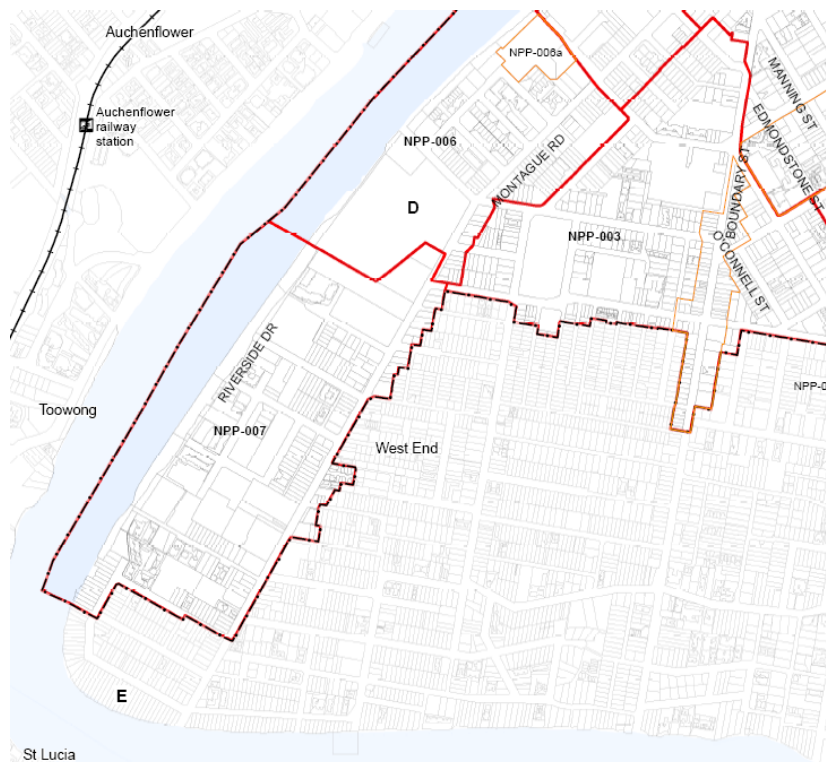
Socially and culturally, such policies also favour the preservation and continuing development of community life in long established inner-city neighbourhoods, by steering intensive re-development towards the new centres—a little further out but with excellent metropolitan access along transport routes. Both Jane Jacobs (“The Death & Life of Great American Cities” and “The Economy of Cities”) and Richard Florida (“The Rise of the Creative Class”) have recognised how the self-sustaining vitality of such long established inner-areas underpins healthy, safe and prosperous metropolitan life. By maintaining accessible cultural, educational and entertainment activities, they help generate social and associational networks that are essential to the vitality of the whole metropolis.

Environmentally, the concentration of intensive new development along public transport corridors favours conservation by making possible the preservation of intervening open spaces, along creek, river and wetland corridors, such as Brisbane’s Norman, Bulimba and Ithaca Creeks, thus combining habitat conservation with opportunities for active recreation and movement. Such ways of conserving natural resources will also help to reduce city-wide vulnerability to climate change flooding, by keeping flood prone areas clear of intensive development and providing floodwater paths to assist rapid dispersion of floodwaters. Brisbane City Council already advocates and sometimes practices some of these policies, but they are put at risk by the practical abandonment of corridor development in favour of tides of incremental growth spreading out from the city centre throughout the inner suburbs.

APPENDIX 3: Case Study – Riverside South Precinct

South Brisbane Riverside Neighbourhood Plan area has become one of Brisbane's most densely populated neighbourhoods. While population numbers have grown rapidly, there exists a distinct lack in diversity of land use, supportive infrastructure, services and greenspace. There is no nexus between carrying capacity for this area and the provision of infrastructure. While real and serious concerns regarding building design, building set back and compliance with planning criteria exist, these are not the focus of this submission.

Located in West End, the Riverside South Precinct stretches along the river reach, bounded by Montague Road to the East, Davies Park, to the North and Ferry Road to the South. The neighbourhoods to the South and East are characterised by the *Timber and Tin*, *Queenslander* architectural vernacular, comprising low-density detached or semi-detached housing, well established tree-lined streetscapes and gardens.



Extract from SBRNP Map, showing NPP-007 Riverside South Precinct

Over 60% of this precinct has been developed with little regulatory oversight or master-planned vision. Typically assessed on a site by site basis, development approvals often exceed the acceptable planning requirements of the SBRNP and do not ensure provision of infrastructure consistent with the implied population increase.

The site area is 35.7 hectares, with 7,534 dwelling units predicted (see Appendix 1, Section 1.3). The development in the RSP is high-density units with several token mixed used tenancies. These offer little benefit to residents, and they are

struggling to remain viable. There are several stand-alone retail outlets along Montague Road but there is no attempt to create a community heart in this precinct. The outcome is a high-density domicile area housing large numbers of commuters. Residents travel out of the area for employment placing additional strain on existing transport infrastructure.



One of the larger mixed-use developments, Light + Co, offers limited activation of the streetscape and is oriented largely around access to customer car parking. This space was accepted as public open space *in lieu* of a park contribution.



Mixed-use tenancies, associated with a public space allocation, typically offer tokenistic retail space, creating limited opportunity for land use diversity, leading to failed businesses and high vacancy rates

Several lower order roads were proposed in the SBRNP to limit the number of access points onto Montague Road and to provide access to individual sites. Apart from these roads, there has been no infrastructure upgrade for vehicles or active transport in the precinct. There are no pedestrian crossings, no shady streets, sub-standard public seating no bike lanes, no bike parking, and no parking for car share projects.

The necessary upgrade to Montague Road is dependent of land acquisition through development applications which will always follow development and is rarely fully achieved. Yet the parking ratios within the precinct are very generous for inner city renewal development, compounding the traffic problems along Montague Road – the only major access road.

Brisbane's first *turn-up-and-go* high frequency bus route, the No.60 *CityGlider* service, was introduced at the same time as the SBRNP. There has been no increase in further public infrastructure since. The popular Brisbane *CityCat* ferry service by-passes the Riverside South Precinct, with on-going community calls for a planned terminal at Victoria Street yet to be implemented. The large population densification of the neighbourhood is already creating demand on public transport services, with many thousands of dwellings yet to be constructed.



Typical high use of the *CityGlider* Bus services during the morning peak period.

Publicly accessible open space is limited to a formal planted pedestrian pathway to the River, a small concreted BBQ area, on an exposed corner, and an enclosed empty thoroughfare to a car park in the Light & Co building. There is no space to simply sit on grass and enjoy being outdoors.

The pedestrian experience is determined by the front boundaries of individual developments. It varies from a hard wall at boundary, a set back of a metre that incorporates ground cover planting or a greater set back that enables a row of shrubs. Even, street tree planting outcomes are highly variable or non-existent.



A heavily landscaped frontage in Duncan Street, provides opportunities for seating and shade but no shade trees.



Alternatively, the public realm at Boston Apartments offers a narrow footpath, dominated by poorly designed building access and building utility infrastructure. This style of development is contradictory to the streetscape requirements of the SBRNB



This mid-block 'Laneway' between Victoria and Kurilpa Streets offers little more than vehicle access to concealed driveways. No allowance for pedestrian access, vegetation or shade has been considered in the design and this is in no way a substitute for open space.

APPENDIX 4: Participatory Strategic Planning Process

The City Council should prepare and administer this strategic plan. The recommended process should include basic participatory and deliberative elements:

1. An initial community forum including present residents and future users of the area and acknowledged practitioners in each of the major activities involved.
2. Invitations for on-line contributions from valid participants.
3. Follow up confirmation responses and meetings to confirm outcomes.
4. On-going opportunities for consultation about administration of planning controls.

Findings should be drawn together to constitute the new Policy Plan consisting of guiding principles and actionable policies for each of the four (4) key matters of density, design, community participation, and infrastructure for each of the six (6) component activities of transport, education, open space and recreation, affordable housing, community services, and governance.

Preparations should involve:

- a. Open invitations to participate to local and wider groups (including, for instance, Environmental Defenders Office, West End Community Association, West End Traders, local churches, mosques and schools, mobility groups such as Bicycle Queensland and Space 4 Cycling; Brisbane Residents United and the Suburban Alliance).
- b. One page briefing papers prepared and made freely available on:

Land use Development & Density
Transport & Mobility
Education
Open Space
Environment, Habitat & Conservation
Community Life, Conservation and Development
Health & Well being
Governance & Participation
Employment & Prosperity
Trend Outcomes

- c. Widely publicised Invitations to enroll for the initial community planning forum, preferably nominating topics on which participants would like to focus.
- d. Designation for each of these focus groups of a facilitator, resource person, scribe and visioner, with the outcomes being drawn together to create a vision statement for that activity.
- e. Outcomes presented and posted round the walls of the whole forum. Following feedback and facilitated discussion, these would be scored for priority by all participants.
- f. The Forum's Outcomes would be processed to create a draft Policy Strategy, which would be posted on a website accessible to all participants for comment and review. This would then form the basis for a Policy Plan

focusing on the four (4) designated arenas of density, design, integration of infrastructure and administration (including continuing participation and consultation).

- g. This draft Policy Plan would be widely publicised, made available for comment, and proposed additions and amendments placed on an easily accessible website for a period of one month. This would occur prior to a further workshop to finalise the plan and incorporate specific standards with which future developments should comply.

The resulting ILAPP (Integrated Local Area Policy Plan) or Community Plan would be presented to both local and state governments. Widely publicised on social and public media, it would supersede current provisions of the existing SBRNP and WEWLAP and be used to administer outcomes of future BCC decisions affecting those areas.