ST LUCIA CAMPUS MASTER PLAN

KEY DIRECTIONS PAPER SUMMARY DOCUMENT

SEPTEMBER 2016
INTRODUCTION

The University of Queensland (UQ) is preparing a St Lucia Campus Master Plan to provide a strategic framework for the future development of the University’s main campus in St Lucia, Brisbane.

The master planning process has begun with technical investigations on critical matters underway. The first milestone is the development of a Key Directions Paper. The purpose of this paper is to analyse and document issues to be considered in the campus master plan, and outline a long-range vision and design principles for the campus. The paper has been informed by the early discussions with stakeholders, as well as a review of issues and opportunities identified in community consultation undertaken in 2015.

This document is a brief summary of the draft Key Directions Paper (as at 22 September 2016) and presents a draft vision and principles for the draft Master Plan.

WHY MASTER PLAN?

The Master Plan will provide a strategic decision making framework for the planning and development of the UQ St Lucia Campus. It will allow the University to make decisions about the campus that align with the organisation’s strategic intent and adapt to the changing educational landscape by capitalising on existing campus strengths, harnessing opportunities and recognising emerging trends in education provision, research collaboration, engagement and commercialisation.

The Master Plan will also address how the campus integrates with the broader urban environment, and how the University’s assets, facilities and programs contribute to Brisbane’s economic and social prosperity.
THE UNIVERSITY OF QUEENSLAND

The University of Queensland is one of Australia’s leading research and teaching institutions. The University’s vision is to “positively influence society by engaging in the pursuit of excellence through the creation, preservation, transfer and application of knowledge” (UQ Strategic Plan 2014–17).

In addition to these global aspirations, the UQ St Lucia Campus makes a significant contribution to the city through its high quality parklands, facilities and grounds. The University invests more than $10 million a year ensuring these facilities are open to the public and available for community use.

KEY UNIVERSITY FACTS

• The University is one of the largest employers in South East Queensland
• Contributes more than $700 million to Queensland’s economy each year through international student enrolments
• Pays more than $24 million in rates and water, electricity and gas charges annually
• Student Strategy 2016 will realise $1.0 billion in investment in student services, programs and projects.

KEY ST LUCIA CAMPUS FACTS

• The campus includes 114 hectares of land, bounded by 3.5km of riverfront
• In 2015, 50,830 students, including 12,666 international students were enrolled across the University’s St Lucia, Gatton and Herston campuses. Overall 82.6% of students studied full-time, and 55% of students were female. The Business, Economics and Law Faculty has the highest number of enrolments – 10,302 students. Medicine and Biomedical Sciences Faculty had the lowest – 3,489 students.
• In 2015, there were 44,500 students enrolled in courses delivered at UQ St Lucia Campus.
• Up to almost 50,000 people can visit the St Lucia Campus over the course of a day with a peak population around 25,000.
• The campus is home to over 2,500 students across ten residential colleges on St Lucia Campus
• 22 hectares of the campus is allocated to sporting purposes, supporting over 78 sport and recreation activities
• Located within the St Lucia Campus, the Great Court Complex, Union College and Avalon Theatre, are all heritage listed buildings.
STRATEGIC DIRECTIONS

Train Line
BUZ Routes
City Glider
Existing River Walk
Service Roads
Service Roads
City Cycle stations
1km catchments
Future connectivity

- Brisbane CBD
- Spring Hill
- Fortitude Valley
- Newstead
- New Farm
- Milton
- Toowong
- Auchenflower
- Southbank
- Woolloongabba
- Kangaroo Point
- Herston Precinct
- Annerley
- Boggo Road Precinct
- PA Hospital
- St Lucia
KEY TRANSPORT STATS

- Approximately 93,000 trips to and from UQ St Lucia Campus on an average day
- Public transport and active transport account for approximately 60\% of all trips
- The majority of trips occur opposite peak flow eg away from the CBD
- Between 2002 and 2014:
  - Total travel demands have increased by 35\%
  - The number of people accessing UQ St Lucia Campus by car has fallen 8\%
  - Bus, walk and bicycle mode shares have all increased dramatically
  - Ferry mode share has declined considerably
  - Car mode share has declined from 60\% to 40\%, well below that of centres such as the Brisbane CBD

STRATEGIC POSITIONING & EMERGING TRENDS

A key challenge for the master planning process is to understand and respond to the global, national and local trends likely to impact upon the development of the campus over the long term. A review of the changing nature of universities, and the St Lucia Campus specifically, has revealed the following trends which are likely to impact the campus over the next 10–20 years. These include:

- A global market place for education – provide an authentic local experience, globally connected environment
- The changing nature and role of students – create flexible spaces and places to meet an array of students needs
- Agile infrastructure and the digital economy – ensure flexible buildings and development footprints for best use of assets
- The rise of industry partnerships – create infrastructure to capture opportunities for industry co-location and collaboration
- A participant and competitor in Australia’s New World City – make the campus a more explicit component in the wider city through physical connections and identification of economic contributions to Brisbane
- The University as a place – retain and amplify the great qualities of the campus by protecting the existing heritage and landscape, acknowledging the campus’s value in the Aboriginal cultural landscape, activating public space and unlocking the amenity of the river

TRANSPORT PLANNING IMPLICATIONS

Effective management of impacts associated with private vehicle movements and congestion due to traffic movements to and from the St Lucia Campus has been identified as a critical issue for the master planning process. The University is committed to playing an active part of development of transport infrastructure solutions which impact on the University and the local community, and will continue to engage with both Brisbane City Council and the Queensland Government as the responsible transport planning authorities.

It is clear that any future University development must increase connectivity with key knowledge business precincts and reduce or maintain the current demand on the external road networks, and use of private vehicles.

A review of transport trends, and UQ specific traffic studies, has revealed the following key directions for consideration through the master planning process:

- Increase public transport use – possible responses include increasing frequency of services, connections, coverage of northern suburbs, upgrading facilities, subsidies for students
- Reduce or maintain car usage – through management of car parking (quantity, location, demand management) and improving attractiveness of other transport options
- Increase safety for pedestrians and campus visitors – through measures such as traffic calming and signalisation
- Increase active transport (walking and cycling) – through incentives and integration of facilities into external network; and investigate new river crossing to improve connections to other parts of Brisbane.

The University is also considering investment in new river crossings, as a means to bring forward discussions with relevant planning authorities.
CAMPUS PLANNING ISSUES AND OPPORTUNITIES

The St Lucia Campus is constantly changing in response to organisational priorities. Several new buildings and infrastructure upgrade projects are currently under consideration or under construction. Examples include the Student Residences Project in Walcott Street, and the soon-to-be-opened car park and synthetic sports fields. The campus and surrounding suburbs has a rich history and ongoing connection with the Aboriginal and Torres Strait Islander peoples, and this is recognised in the planning and management of the campus.

Early investigations for the Master Plan have identified a range of issues and opportunities requiring investigation and testing through technical and engagement processes. Further detailed discussion of these, are outlined in the Key Directions Paper.

**OBSERVATIONS AND ISSUES:**

The Great Court precinct and ring road, dating from 1937 and designed by Hennessy and Hennessey, provide the design framework for the campus.

Excellence in architectural and sustainable design is evidenced in new buildings.

Understand future role and function for land holding at Long Pocket, Avalon Theatre Precinct and Hawken Drive, Upland Road and surrounds.

Emerging role for the campus as a recreation, cultural and community precinct for residents of Brisbane’s inner western suburbs.

Limited retail offering to support students, staff and visitors.

Growing demand over the long-term for on-campus living by both domestic and international students.

**OPPORTUNITIES:**

Retain the existing campus style character of the St Lucia peninsula.

Redevelop buildings and underutilised spaces which no longer meet contemporary teaching and research requirements.

Recognise the increased heights and densities that are emerging in other peninsulas within the city’s 5km radius, and embrace the campus’ location on the Brisbane River.

Showcase the evolution of world leading architecture and design.

Engage with stakeholders and community on planning of UQ landholdings.

Infrastructure to support increased cycle movement and walking is a priority.

Safety for pedestrians and campus residents after hours is important.

Public transport services, including bus, rail and ferry services, need to better respond to student profiles and University timetabling.

Work collaboratively with local residents, to influence city-wide strategic transport projects.

Ensure effective connectivity and access to the transport network.

Continue to proactively manage and reduce demand for car parking.
OPPORTUNITIES:
Better coordinate planning for infrastructure to meet student needs and align with aspirations of the Student Strategy.

Consolidate cultural and arts into a hub or precinct.

Consider opportunities for flexible sport and recreation facilities.

Activate the river’s edge for recreation and other activities.

OBSERVATIONS AND ISSUES:
The campus’ high quality sport and recreational facilities require careful management to meet competing demands for student, competition and community use.

University’s libraries, cultural programs and collections are highly valued.

Student services are extensive and include child care, health and other support programs.

OPPORTUNITIES:
Utilise innovative water sensitive design in the planning for future developments and landscape improvements.

Understand use of new technologies to better manage energy and utilities use.

Unlock the environmental and recreational amenity of the river’s edge and recreation space, through careful urban design.

Identify opportunities to embed cultural values into building and infrastructure design and engagement processes.

OBSERVATIONS AND ISSUES:
Understand the landscape and infrastructure threshold issues associated with flooding, energy use, communications, stormwater and overland flow.

University’s landscape and garden-setting is highly valued, and should be retained and enhanced.
SUMMARY OF KEY DIRECTIONS

This report has considered a wide range of information at both the strategic level (including global and city wide trends), and specific St Lucia Campus level. A number of recurring themes and directions were identified throughout the review. These are summarised below:

<table>
<thead>
<tr>
<th>THEMES</th>
<th>DIRECTIONS</th>
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<tbody>
<tr>
<td>Connectivity to the City</td>
<td>New integrated transport infrastructure</td>
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<td></td>
<td>Contribution and integration with the city</td>
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<td></td>
<td>Activated destination</td>
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<tr>
<td>Distinct St Lucia Campus</td>
<td>Interesting and clearly defined heart</td>
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<td></td>
<td>Optimise the physical capacity of the St Lucia Campus</td>
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<td></td>
<td>Realise the river and landscape potential</td>
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<tr>
<td>Culture and Community</td>
<td>Open, active and inclusive St Lucia Campus</td>
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<td></td>
<td>Connecting with Indigenous society and community</td>
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<td>Sustainability for the future</td>
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<tr>
<td>Innovation and Authenticity</td>
<td>Flexible and adaptable buildings and spaces</td>
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<td></td>
<td>Acknowledge and reinforce the unique built form</td>
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<td></td>
<td>Integrated learning landscape</td>
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WHERE TO FROM HERE

The next phase of the master planning process will involve taking the challenges and opportunities identified in the Key Directions Paper, and developing a coherent set of planning and design strategies for inclusion in the draft Master Plan.

Development of the strategies will involve targeted engagement and design activities with relevant community and stakeholder representatives including staff, students, residents, government and other interested parties.

In parallel, the consultant team will continue to develop detailed technical studies and strategies to underpin the Master Plan.

Feedback from this stage of the process will inform the preparation of the Draft Master Plan.
DRAFT MASTER PLAN VISION AND PRINCIPLES

DRAFT MASTER PLAN VISION

Key to developing a successful master plan is ensuring there is an agreed vision and principles for the project. These set the tone and the direction of the entire master plan and provide a reference point for all planning and activity undertaken within the process.

The vision and principles below have been drafted following consultation with stakeholders and the Master Planning Steering Group.

UQ ST LUCIA CAMPUS VISION

A community of innovators, in a riverside garden, in a city.

This means that the St Lucia Campus of the University of Queensland will:

• Look to the world
• Create more reasons to be on campus
• Be a place where students, researchers, academics and industry want to come together
• Open its edges to the community and the city
• Become a highly connected destination;
• Unlock the River’s edge to create a compelling garden for learning and recreation
• Reinforce the Hennessy Plan
• Celebrate its heritage of arts, culture, design and original Indigenous geography

PRINCIPLES

The vision for the UQ St Lucia Campus is underpinned by the following key themes and principles:

<table>
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<tr>
<th>THEME 01</th>
<th>THEME 02</th>
<th>THEME 03</th>
<th>THEME 04</th>
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<tbody>
<tr>
<td>CONNECTIVITY TO THE CITY</td>
<td>DISTINCT ST LUCIA CAMPUS</td>
<td>CULTURE AND COMMUNITY</td>
<td>INNOVATION AND AUTHENTICITY</td>
</tr>
<tr>
<td>CONTRIBUTION AND INTEGRATION WITH THE CITY</td>
<td>INTERESTING AND CLEARLY DEFINED HEART</td>
<td>AN OPEN, ACTIVE &amp; INCLUSIVE CAMPUS FOR ALL TO ENJOY</td>
<td>FLEXIBLE &amp; ADAPTABLE BUILDINGS &amp; SPACES</td>
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<td>NEW INTEGRATED TRANSPORT INFRASTRUCTURE</td>
<td>OPTIMISE THE PHYSICAL CAPACITY OF THE CAMPUS</td>
<td>CONNECTING WITH INDIGENOUS SOCIETY &amp; COMMUNITY</td>
<td>REINFORCE THE LEGACY OF ARCHITECTURAL AND PLANNING EXCELLENCE</td>
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<tr>
<td>ACTIVATED DESTINATION</td>
<td>REALISING THE RIVER &amp; LANDSCAPE POTENTIAL</td>
<td>SUSTAINABILITY FOR THE FUTURE</td>
<td>AN INTEGRATED LEARNING LANDSCAPE</td>
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The University understands that this draft Vision, together with the Guiding Principles will be confirmed over the coming months through discussions with stakeholders and more formal community engagement sessions.
OPPORTUNITIES FOR ENGAGEMENT

For information on opportunities to be involved in the master planning process please visit the project website – www.uq.edu.au/about/st-lucia/masterplan/

Meeting notes from the Community Reference Group discussions are also available on the website, for those interested in the discussions which have been completed to date.