University of Queensland St Lucia Campus Master Plan
Stakeholder and Community Engagement Summary (March 2017)

The University of Queensland is undertaking a comprehensive master planning process for the St Lucia Campus. This process builds upon an earlier program of technical investigations and community consultation completed in 2015. The 2015 work was subjected to an independent review\(^1\), the findings of which were endorsed by The University of Queensland Senate. This review identified the need for more comprehensive stakeholder and community engagement approach supported by more robust project governance.

In 2016, the University commenced a new stakeholder and community engagement program to inform development of a Draft Master Plan. This summary captures the communication and consultation activities that have been completed to date.

A variety of communication methods have been used to facilitate stakeholder and community involvement in the master planning process. Feedback has been collected throughout the project in several ways including:

- Online feedback survey;
- Project email and phone;
- Focus groups, workshops and targeted discussions;
- Establishment of a Community Reference Group;
- Informal conversations; and
- Community Information Sessions for the Key Directions Paper (19 November 2016)

The key findings from this initial round of consultation are outlined below.

\(^1\) Urbis 2015, St Lucia Campus Master Plan Independent Review: Recommendations Report
St Lucia Campus Master Plan and Student Residences Project
Community Information Session – Summary

Fast Facts

- Held on Saturday 19 November 2016 at the UQ Art Museum.
- Attendance: Session 1: 10am-12pm – 69 attendees, Session 2: 1pm–3pm – 32 attendees.
- Consultant team from Urbis, Bligh Tanner (Environmental Engineers), MR Cagney (Transport Consultants) in attendance for discussion on the emerging Draft Master Plan.
- Wilson Architects Partners Hill in attendance for discussion on the Student Residences Project.
- Attendees included UQ project staff, UQ Executive, Community Reference Group members, UQ Senate, residential colleges (including Heads of College and Board members), Student Union representative.
- Local State Member, Shadow Treasurer and Shadow Minister for Small Business Scott Emerson and Councillor Julian Simmonds both attended.

The community information day was held in two parts; Master Plan and Student Residences Project. The Art Museum was divided into two areas, one containing information boards and project team consultants for the Student Residences Project and the other containing boards and consultants for the Master Plan.

Progress of the UQ St Lucia Master Plan:

The following were raised as recurring themes:

- Attendees welcomed the opportunity to be provided with information on the University’s plans for the campus;
- High levels of interest in the future proposals for landholdings outside the main campus;
- The campus is highly valued, and seen as a critical part of the local community;
- Ongoing concern regarding the University’s proposed approach for the CID renewal process;
- Uncertainty about the University’s future intentions for the St Lucia Campus, and its surrounding landholdings at Long Pocket, Hawken Drive and the Avalon Theatre precinct;
- Impact on residents from traffic movements from private vehicles and buses in St Lucia, and the management of car parking on local streets; and
- Requests for more detailed information on the master plan to be provided.

Comments received at the Community Information Sessions included:

“Traffic and parking concerns – request for more public transport, no more car parking”, “Is UQ an educator or commercial business?”, “Improve relationship with community by not expanding/getting out of community”, “Students are transient, residents ‘own’ community”, “Avalon: plans are unrealistic/should not fall under the CID/don’t fit with UQ plans for multi-story developments/unrelated to University business”.

Implications for the Draft Master Plan:

- Confirmed UQ needs to take a leadership role and engage with Brisbane City Council and the Queensland Government on initiatives including transport infrastructure projects which will improve access to the campus but also deliver benefits to St Lucia residents;
- Refining proposed Strategies and Enabling Projects;
- Working session on the draft strategies for the ‘villages’, including Long Pocket, Avalon and Hawken Drive;
- Planning of the community and stakeholder engagement program to ensure a variety of activities and feedback options are available; and
- UQ should clarify what impact the long-term master plan will have on the current CID, and what statutory planning controls will be required to deliver key elements of the plan.
Public notification for the Student Residences Project

Attendees were generally supportive of the proposal to provide opportunities for students to live on campus. A number of attendees took time to ask specific questions of the consultants in attendance. These comments related to:

- Traffic and parking – including pedestrian safety, the impact on existing traffic and parking issues.
- Potential impacts on the surrounding area including demand on facilities and infrastructure (waste management, schools, streets), impact on investor assets (rental properties); and
- How will the SRP work? Has the University confirmed the management/pastoral care models? What is the mix of residents (students/academics/support staff)?

There is additional information on the Student Residence Project available via the Student Residences Project at https://student-strategy.uq.edu.au/student-residences-project. An online feedback survey closed on Friday 9 December 2016.

Photos from Session 1: 10am – 12pm
St Lucia Campus Master Plan Focus Groups – Summary

Introduction

Between the 4th and 6th of October 2016, Urbis and the University of Queensland ran a series of targeted workshops to socialise the University of Queensland’s masterplanning process and Key Directions Paper. Three focus group sessions were held focusing on:

- Students attending university;
- Staff working on the St Lucia main Campus and Long Pocket precinct; and
- Individuals and organisational representatives with interest in community, culture, health and sport.

The University invited participants to attend and share their thoughts and concerns regarding the future of the University over the next 20 years. Each session comprised two discussions, one on current campus life, and the second on future opportunities.

Approach

The sessions were used as a tool to gain important insight which will inform the master plan. The three sessions commenced with a brief presentation on the masterplanning process followed by discussions on the key themes. Small working groups were assembled at each session and encouraged to actively discuss thoughts on current and future planning with respect the individual interests of the group they represented.

Student Residences Project

In addition to discussions on current and future campus life, the workshop held in relation to Student Life on Campus also included a third conversation on the Student Residences Project. The Student Residences Project is proposed 1,300 bed development at the western end of the campus. The focus group was encouraged to provide their thoughts and opinions regarding this development.

A summary of the feedback provided during the three sessions is outlined as follows.

Figure 1: Working Session: Student Life on Campus, Urbis, 2016
STUDENT WORKING SESSION – TUESDAY, 4 OCTOBER 2016

Participants in this working session included students, representatives from the residential colleges, student services, student union, Property and Facilities and other staff concerned with student interests and welfare.

Key themes:

Several themes emerged across the working group including:

- Embracing and advancing technology;
- Management of open space and landscape;
- Transport and accessibility;
- Activation of the campus outside teaching hours; and
- Commercial uses on campus.

Embracing and advancing technology:

- Utilise technology to advance curriculum and learning opportunities;
- Provision of technology driven collaborative spaces;
- Move to online modes of learning;
- Development of opportunities beyond traditional lecture theatres;
- Greater opportunities for hands on learning; and
- Use of technology as a tool to improve the student experience.

Management of open space and landscape:

- Repurposing of space for flexible use to enhance the student experience;
- Create external learning and study spaces within the Great Court or shaded outdoor areas;
- Enhance social connectivity;
- Increased student realm, both inside and outside;
- Questions regarding the need for key destination points on campus;
- Create a user-friendly space for students as well as visitors coming onto the campus for non-academic purposes; and
- Allow students to socialise on site without feeling conscious of being moved on by security.

Transport and accessibility:

- Emphasis on the need for an additional footbridge connecting St. Lucia to West End;
- Rail line connecting Dutton Park to Indooroopilly via St Lucia;
- Potential for light rail loop from Brisbane CBD to St. Lucia through West End and South Brisbane;
- Dedicated cycle paths between Toowong/Coronation Drive and St. Lucia to reduce conflict with vehicle traffic;
- Generate wayfinding strategies including better lighting at night time; and
- Develop a public transport hub at College Road to work with and reduce traffic from Chancellors Place.

Activation of the campus outside teaching hours

- Generate activities that activate the campus out-of-hours and on weekends, creating a 24/7 campus;
- Opportunity for night market/eat street events;
- Create an entertainment precinct and increase live music and performances on campus including all-ages events.
Commercial uses on campus

- Increase retail options and opportunities including Coles, Aldi etc.
- Commercial cinema; and
- Enhanced retail offerings in the student union complex.

STUDENT RESIDENCES PROJECT

Urbis provided the working group with an overview of the Student Residences Project to set the context for discussion. Following on from the presentation, the group was asked to provide their thoughts and opinions of the development. Feedback from discussion on the student residences project included:

- Greater access to sport on campus at affordable prices;
- Increased support for mental health;
- A need to increase services on campus to meet the need of an additional 1,300 residents, i.e. pharmacy, additional doctors etc.;
- Education in life skills and personal development such as cooking, financial management etc.;
- Concern regarding cross cultural experience between colleges – how will the new residents interact with the existing colleges?; and
- Provision of activities that move away from drinking culture.
STAFF WORKING SESSION – TUESDAY, 4 OCTOBER 2016

Participants in this working session included staff from a range of areas within the University and representation from the Long Pocket site.

Life on Campus

Discussion regarding current working life on campus indicated that staff are happy with some elements of the running of campus; however, saw potential for change. A summary of finding is listed below.

<table>
<thead>
<tr>
<th>WHAT WORKS WELL</th>
<th>WHAT MAY NEED TO CHANGE?</th>
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<tbody>
<tr>
<td>Landscape environment</td>
<td>Flexibility for faith groups (i.e. prayer rooms)</td>
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<tr>
<td>River tranquillity</td>
<td>Children friendly spaces</td>
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<td>Public transport to the north side</td>
<td>Socially engaging spaces i.e. bars and restaurants</td>
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<td>Sporting facilities and participation opportunities</td>
<td>Additional opportunities for eateries and retail, especially within Long Pocket precinct.</td>
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<td>Reinstatement of the staff club</td>
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<td>Outdoor seating, teaching and socialising spaces</td>
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<td>Connection to Long Pocket (ferry, walking path)</td>
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<td>Live entertainment, music, performance, movies etc.</td>
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<td>Riverfront activation</td>
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<td>Greater accessibility for disabled persons</td>
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<td>Feature space to ‘woo’ prospective clients, investors etc.</td>
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Next Generation Campus

Key themes emerging from discussion on campus design moving forward included:

- Greater use of technology in teaching – live theatre;
- Tapping into trending technology – allowing the University of easily transition into continuing changes i.e. future proofing;
- Developing a legible wayfinding strategy, including improved lighting at night;
- Shift into collaborative learning spaces which can be used for multiple purposes;
- Integrate art and culture into future design;
- Activate the riverfront through dining and accommodation opportunities; and
- Utilisation of open spaces, e.g. moonlight cinema in the Great Court.
COMMUNITY, CULTURE, HEALTH AND SPORT WORKING SESSION – THURSDAY, 6 OCTOBER 2016

Participants in this working session were individuals or representatives of organisations with interests in community, culture, health and sport. Attendees broke into two groups representing the interests of Culture & Arts and Health & Wellbeing. Key discussion points included:

Culture and Arts

- Use arts and culture as a nexus between external and internal communities;
- Enhance the University’s musical program through provision of new spaces for rehearsal, performance and teaching and research facilities;
- Co-locate creative industries with innovative and collaborative spaces to support student expression and diversity – develop a cultural precinct;
- Create an inclusive environment for Aboriginal and Torres Strait Islander people and other cultural groups, through artistic expressions i.e. storytelling, performance, art, design, visual art, craft, ceremonial spaces etc.;
- Utilise arts and culture to activate the University at night and on weekends; and
- Create a dining and retail precinct.

Health and Wellbeing

- With the exception of the Gym, the University has adequate sporting facilities to support users, however facilities could be better utilised in terms of multi-purpose use and better management of time – fields tend to be underutilised during the day and in high demand in the evening.
- Activation of the riverfront through barbeques and sheltered areas, play areas, high performance cycle track, park runs, exercise trails etc.;
- Elimination of car parking fees after 6pm to encourage use of sporting and recreational facilities;
- Reduced costs for hire and participation;
- Co-design spaces designed for health and activities (utilise on-site resources – architects, psychologists, teachers etc.);
- Provide a range of campus experiences for students (sticky campus);
- Ensure the physical and mental safety and wellness of all users; and
- Encourage students to participate in sports and use this as a reminder that there are additional reasons to stay on campus outside of study.

Additional comments made during this working session included:

- Increase incentives to visit the campus;
- Creation of a clearly identified gateway to the campus;
- Need for additional childcare facilities.
St Lucia Campus Key Directions Paper Survey Feedback – Summary

Fast Facts

- Survey open for 54 days from 28 August 2016 to 21 November 2016.
- Promoted through UQ social media (Twitter, Facebook), staff mailing list, brochures and the Master Plan website.
- 153 responses received

Key Directions Paper (KDP)

The purpose of the Key Directions Paper is to identify issues for consideration and outline a long-term vision for the campus. The KDP was informed by early discussions with stakeholders and a review of issues and opportunities identified through consultation with the local community.

The Survey was structured in 4 parts:

1. City-wide role of the St Lucia Campus
2. Campus planning issues and opportunities
3. Other UQ land holdings
4. Campus vision and principles
5. General comments

Key Feedback Themes

Survey results reveal 64% of respondents agree with the draft vision presented and 71% agree with the principles that form the underlying foundation for the Draft Master Plan. Comments on the vision and principles were diverse and varied and many included additional suggestions to improve the campus.

The survey revealed very clearly that integrated transport infrastructure will be critical to future development. Sustainability and optimising the utilisation of facilities were also identified as key focus areas.

When asked to prioritise opportunities for the University, the five highest ranking items were:

- Ensure effective connectivity and access to transport network;
- Redevelop buildings and underutilised spaces which no longer meet contemporary teaching and research requirements;
- Retain the existing campus style character of the St Lucia peninsula;
- Work collaboratively with local residents, to influence city-wide transport initiatives; and
- Continue to proactively manage and reduce demand for car parking.

Feedback on UQ Precincts

The survey provided opportunities for targeted feedback on the three UQ-managed precincts:

- Long Pocket Precinct;
- Avalon Theatre Precinct; and
- Hawken Drive Precinct.

A summary of key themes is outlined below:
1. Long Pocket Precinct

Responses to opportunities for the Long Pocket site fall under four key themes:

- Maintain the site as a research precinct;
- Create better linkages between the main campus and Long Pocket including bike track, river walk, ferry etc.;
- Student accommodation; and
- Retention of existing vegetation in the area.

The survey received written submissions in response to the question on Long Pocket site. The above image is a representation of the most frequently used words in the written submissions.

2. Avalon Theatre Precinct

Suggestions for the Avalon Theatre precinct generally fall under 3 headline actions: restoration, demolition and sale. The above image is a representation of the most frequently used words in the written submissions.

Those in favour of restoration would like to see the precinct house an arts cinema, theatre or community space with café/bar for either the student population or the wider community. The proponents for demolition have suggested using the site for construction of a new theatre or student accommodation. Others propose selling the site and using the money for other purposes on the St Lucia campus.
3. Hawken Drive Precinct

Ideas for the use of the Hawken Drive Precinct are much more diverse than for the Long Pocket and Avalon Precincts. While respondents generally agreed that current uses (residential and clinics) are appropriate for now, longer term there are conflicting views. Arguments were made for:

- Using the site for student or visiting academic accommodation;
- Using the site for low/medium density mixed use buildings and ensuring no retail premises are included;
- Selling the site and retaining the site; and
- Demolishing, renovating and maintaining current buildings.

Student Residences Project

The Student Residences Project online feedback survey was open from 11 November to 9 December 2016. The Student Residences Project (SRP) will provide additional on-campus accommodation for approximately 1,300 students incorporating best practice in pastoral care and academic support.

Online survey respondent breakdown:

More than half of the 153 survey responses received were from UQ staff members. The next largest group of respondents were St Lucia residents (11.9%). A similar number fell into a number of categories, for example, staff member, alumni and St Lucia resident, reflecting that many stakeholders do not fall into a single ‘group’.
St Lucia Campus Master Plan Community Reference Group.
Six Community Reference Group (CRG) meetings have been held so far to provide information and seek feedback at various stages of the project.

TABLE 4 – COMMUNITY REFERENCE GROUP OVERVIEW

<table>
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<tr>
<th>Date</th>
<th>Topic</th>
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<tbody>
<tr>
<td>15 March 2016</td>
<td>Welcome Introductory workshop providing an overview of the Master Planning process and role of the Community Reference Group.</td>
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<tr>
<td>1 June 2016</td>
<td>Traffic and Transport: Presentation from specialist consultant MR Cagney.</td>
</tr>
<tr>
<td>17 August 2016</td>
<td>Student Residences Project and Key Directions Paper: Presentation from Wilson Architects Partners Hill on preliminary design details for the Student Residences Project. Overview and presentation of the Key Directions Paper summary document from the St Lucia Campus Master Plan project team.</td>
</tr>
<tr>
<td>5 October 2016</td>
<td>Campus Edges: Presentation from Urbis to socialise preliminary thoughts and concepts for campus edge precincts including the Long Pocket, Hawken Drive and Avalon Theatre precincts,</td>
</tr>
<tr>
<td>5 December 2016</td>
<td>Draft Master Plan: Joint Community Reference Group and Master Plan Steering Group meeting with presentation from Urbis to provide a preliminary overview of the emerging Draft Master Plan.</td>
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<tr>
<td>6 March 2017</td>
<td>Draft Master Plan: The University provided the Community Reference Group with a preview of the Draft Master Plan as approved for consultation by The University Senate.</td>
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</table>

A number of consistent themes have been discussed at CRG meetings. These include:

- Practical concerns such as the potential impacts on traffic, transport and parking;
- Concerns in relation to the Community Infrastructure Designation (CID) status and renewal process; and
- An underlying feeling of uncertainty about the University and its plans for St Lucia.

Concern has been expressed that community views will not be considered during development of the Master Plan. There is a level of mistrust in the University within some quarters of the local community that would appear to be largely due to general suspicion associated with the campus CID.

Specific feedback focused on:

- Traffic, transport and accessibility – the need to manage traffic, car parking, public transport and active transport to best service the campus with minimal impact on the surrounding suburbs;
- 24/7 campus activation – a push to create a vibrant, flexible campus environment with sustainable retail and commercial opportunities;
• Campus edges – taking advantage of the campus relationship with the river and determining best use options for the long Pocket, Hawken Drive and Avalon Theatre precincts that balance University aspirations and community expectation; and

• Better communication with the community.