Economic Development Queensland

Carseldine Village Stakeholder Engagement Strategy and Plan (SESP)

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Queensland Government

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Commitment

Economic Development Queensland (EDQ) is committed to community and stakeholder engagement that is meaningful, inclusive and transparent. EDQ intends to undertake best practice community engagement for the development and delivery of Carseldine Village. This Stakeholder Engagement Plan establishes the framework for EDQ to achieve this commitment.

Carseldine Village Vision

Carseldine Village is a project with a strong vision:

to create a place that's more than planned – It's inspired.

This bold ambition was shaped significantly by the community and its high expectations and aspirations for the development. EDQ places significant value on the contribution the community and stakeholders bring to the success of this project and has dedicated much effort to stakeholder engagement and collaboration and is detailed in this document.

Purpose

This Stakeholder Engagement Strategy and Plan (SESP) has been developed to guide engagement and communication activities of the project team required for the Carseldine Village project.

The SESP has been developed using best practice IAP2 Quality Assurance Standards, to drive good engagement outcomes.

The objectives of this strategy are:

- Ensure activities to engage the community are clearly defined and provide various opportunities and ways to engage and be engaged
- Ensure the language used to communicate with stakeholders is inclusive and easily understood
- Identify opportunities that have a broad reach, bringing about a diverse and inclusive community.

This document also includes an action plan to achieve EDQ's objectives and commitment to stakeholder engagement. Actions and initiatives are outlined on page 10 of this document.

Project background

Located 14km from the Brisbane CBD, the former Queensland University Technology Carseldine campus will be revitalised into a vibrant mixed-use precinct set apart from other development by its natural bushland, open space and excellent recreational amenities.

Combining residential living, with small retail activities, creates the desirable "live+work+play" lifestyle that is growing in popularity. Pushing the boundaries even further, EDQ is creating a new paradigm in urban placemaking by incorporating six-place based themes into the design and delivery of the Carseldine Village; smart, climate responsive, intergenerational, healthy, total energy and entrepreneurial places.

The 45-hectare site, is a stones' throw from the Carseldine train station, representing a significant opportunity for a transit-oriented development project. Thoughtfully designed bicycle and pedestrian pathways and beyond, Carseldine Village will make an accessible destination for the broader community and visitors.

When fully developed, Carseldine Village will deliver up to 606 residential dwellings, 2,590sqm of commercial floor area, 4,000sqm of retail space and a childcare centre. The small retail area will create a heart for the village, and more than 20 hectares of green and open space will enable healthy living and a strong connection with the beautiful natural surrounds.

A $6.5 million sports and recreational precinct called The Green opened on 11 January 2020.

Opportunities exist to leverage the adjacent large Government-employment precinct as a source of customers for the small retail area of the village. This will also ensure the viability and sustainability of businesses catalysed through the development.

Image 1 - Carseldine Village Masterplan



Previous consultation

EDQ has been engaging with the local Carseldine community and other relevant stakeholders since the announcement of the project, first proposed in 2008, as part of the broader Fitzgibbon Priority Development Area (PDA).

Consultation with the community began in earnest for the project in October 2016 following the announcement by the Queensland Government that the Carseldine Village project would be delivered as part of the Advancing Our Cities and Regions strategy to revitalise the presently underutilised site.

EDQ recognises that this project will create significant change to the Carseldine area and there will be individuals and groups who will be directly and in-directly impacted by the project.

EDQ is committed to engaging the community and stakeholders throughout the life of the project by providing collaborative, effective, timely and meaningful consultation and conversation.

Project scope

To be clear on the elements of the project that are fixed and non-fixed, these have been articulated in Table 1 below.

These negotiable and non-negotiable elements identified for the Carseldine Village are communicated with stakeholders throughout all consultative and engagement activities.

Table 1 - Negotiable and Non-negotiable elements of engagement

Negotiable Elements of Engagement	Non-Negotiable Elements of Engagement
The design of the preferred sport and recreation area	That the development will progress
Sport uses	Final decisions on design & development
Community usage	Density and building heights
Green space/open space	The government office precinct use
Traffic intersection points	Carseldine Markets and C&K Childcare Centre, which will remain in place
Potential community uses to inform development	Developer and builder selection
Potential site constraints to inform development	The exact amount of bushland to be cleared for development

Stakeholder analysis

Stakeholders for the project have been identified and analysed in accordance with IAP2 best practice Quality Assurance Standards.

The IAP2 Public Participation Spectrum is a continuum of stakeholder and community engagement activities and is designed to assist with selecting the most appropriate level of engagement to meet objectives of the project, including to be inclusive of stakeholder interests.

Identified stakeholders

Table 2 – Identified stakeholders

Stakeholder group	Stakeholder details
Internal stakeholders	Project team
	SEQ Development
	Planning and Urban Development team
	DA team
	Development Strategy team
	Office of the General Manager (OGM)
	A/ General Manager
	Corporate Communications
External stakeholders	Residents and businesses - Directly impacted - Adjacent - Indirectly impacted
	Elected representatives
	Government agencies (local, state and federal)
	Community groups, associations
	Environmental groups, associations
	Industry groups, associations
	Media

Community priorities

The purpose of this SESP is to help guide the priorities for the Carseldine community through contributing positively to the future of the development.

Recognising the important role the community has in shaping the development, in early 2017 EDQ engaged the Horney Institute to conduct a community engagement program, which amongst other things, would provide a deeper understanding of the community's needs and aspirations for the local area and inform the development's master plan and vision[1]. From this early engagement, to be a great place for the Carseldine community to live, the Village must:

- Limit further impact (or mitigate) the already established urban growth issues in the area including:
    - Traffic congestion during peak times especially along Dorville and Beams Road, responses include widening Beams Road at the rail crossing or to build an overpass, while some do not want an overpass due to visual impacts
    - Provide adequate parking – concern that there is not enough parking and that the future development will also not provide adequate off-street parking
    - Reduce flooding
    - Improve public transport services
- Protect and enhance the site's flora and fauna via retention of bushland and native habitat.
- Enable an active and healthy lifestyle via:
    - Retaining and improving sport and recreation facilities including outdoor play and fitness equipment, and places to socialise. Connecting the precinct with bike and walking tracks
- Deepen the social, cultural and community amenity available including:
    - Provide a diversity of places – places for quiet reflection and events such as markets and movies in the park
    - Support development of cultural, health and community facilities – including a medical centre, library/ meeting rooms, programs and activity for young people and retirees, education and early childhood development
    - Provide a village high street that creates an urban centre that is human scale with neighbourhood services, places for family and friends to socialise
    - Improve social diversity and cohesion
- Improve housing affordability, choice and value via:
    - Increase diversity of available housing – develop a range of housing types and sizes, especially for young families and older people
    - Ensuring development is of a high standard ensuring a quality of design, landscaping and mix of services that increases the attractiveness of the suburb.
- Be an exemplar of sustainable urban development for the region by being a place people can live, work and recreate within; and use public transport as a more cost effective and environmentally sustainable lifestyle. This focus on sustainability is carried through the building design and surrounding environment.

[1] https://haveyoursay.dsdmip.qld.gov.au/23136/widgets/239591/documents/58065/download

This SESP is aligned with the principles, actions and objectives outlined in the Carseldine Village Community Development Plan (CDP). The CDP primarily outlines community events that will be activated throughout the planning, design and delivery phases of the project, to bring a sense of cohesion and community to the Carseldine public.

Communication approach

The following communication activities will be implemented to support delivery of the engagement action plan and to disseminate information that will raise awareness and encourage collaboration and participation amongst stakeholders and the community.

Table 3 – Communication activities

Activity	Purpose	Outcome	Responsible
Project updates and e-newsletters Emailed	To provide the latest information about the project and initiatives	An informed and participatory community	EDQ
Invitation to events Emailed, website and letter box dropped	To invite the community to events or participate in local initiatives led by EDQ	A cohesive community that is living well	EDQ
Website updates Project website EDQ website DSDMIP website Have your Say webpage	To keep interested stakeholders informed	An informed and aware, interested community	EDQ
Carseldine Village Facebook page	To keep stakeholders informed about the sport and recreation precinct and community-based events	An informed, aware and inclusive community that participate	Sporting Group Committee
Email alerts	To inform stakeholders of targeted, often last-minute or urgent information	An informed, aware, and understanding community	EDQ
Community Development Plan (CDP) Available on the web	To outline purpose and activities to build and develop the community along with the estate	Clear understanding of project objectives and what EDQ wants to achieve	EDQ
Vision statement and project master plan Available on the web	To provide information about the project	An informed and aware, interested community	EDQ
Frequently Asked Questions Available on the web	To provide answers to questions that are regularly asked	An informed, aware, and understanding community	EDQ
Have your Say webpage	A forum where community and stakeholders can ask questions, gather information and become informed	An informed, aware, and engaged community, who have interest in the project and actively seek more information	EDQ
Welcome pack for new residents	To celebrate their new home, explain the sustainable features and advise of community initiatives underway	Bring a sense of community, understanding and awareness of what EDQ wanted to achieve	EDQ Builder partner

Stakeholder Engagement Strategy and initiatives – online

The SESP has been developed to guide and direct the project team in stakeholder engagement over the life of the project. To communicate EDQ's stakeholder engagement approach and activities with the broader public and key stakeholders' EDQ has developed the Carseldine Village "Have Your Say" website (https://haveyoursay.dsdmip.qld.gov.au/carseldine). The Have Your Say website reflects best practice stakeholder engagement enabling a two-way open channel of communication throughout the life of the project with community and stakeholders and hosts a robust document library. A separate sales and marketing website for the Carseldine Village project has been developed and can be found at https://www.carseldinevillage.com.au/.

EDQ considers the Carseldine Village "Have Your Say" website as an operational and responsive stakeholder engagement interface with our stakeholders.

Engagement action plan

The below table outlines the actions designed to inform, raise awareness and engage the local community in the design and construction of the Carseldine Village. This action plan is complementary to the Community Development action plan, both of which are designed to be inclusive and offer diversity through collaboration and participation.

This action plan is a 'living' element, being updated regularly to reflect activity required to proactively engage and inform the local community about the project.

Table 4 – Engagement action plan

Timing	Activity	Who	Outcome
December 2016	- Launch of HYS webpage - Issue newsletter #1 - Online surveys/ polls - Community participation event - Carseldine Markets	All	- Inform local community and stakeholders about the project and how to become involved - Create awareness and understanding - Set clear parameters for community consultation
February 2017	- Community engagement workshops on placemaking and community development opportunities - Feedback received will be used to inform the masterplan	All	- Increase awareness and understanding of the project - Ability to address community issues and concerns - Master plan 'built' by the local community
May 2017	- Community engagement on the proposed Sport and Recreation precinct - Issue newsletter #2	All	- Inform local community and stakeholders about Sport and Recreation precinct proposal - Informed and practical feedback received
June 2017	Community information sessions outlining the proposed masterplan - Three information sessions	All	- Inform community about the Sport and Recreation precinct and how input was included - Inform community about the masterplan
June 2018	Community information sessions for the public notification of the Development Application	All	- Inform community and stakeholders about this statutory process - Create awareness and understanding - Set clear parameters for community consultation
September 2018 – ongoing to	Construction updates – Sport and Recreation precinct	All	- Inform about project progress

Timing	Activity	Who	Outcome
December 2019			- Increase awareness and understanding of the project - Ability to address construction related issues and concerns - Minimise construction impacts (where practicable)
October 2019	Public notification activities for amendment of the masterplan and development application for stage 1	All	- Inform local community and stakeholders about the project and how to become involved - Create awareness and understanding - Set clear parameters for community consultation - Informed and practical feedback received
December 2019	Construction update to advise end of construction for the Sport and Recreation precinct	All	- Inform about project progress - Inform community about the Sport and Recreation precinct and how input was included - Provide thanks to the local community for their patience while works were completed
February 2020	Community event – open of the Sport and Recreation precinct (known as The Green)	All	- Provide thanks to the local community for their patience while works were completed - Celebrate the opening and activation of a community space - Create awareness and understanding by visually showcasing how community input was used
	Construction update – start of construction on Stage 1	All	- Inform about project progress - Increase awareness and understanding of the project

Timing	Activity	Who	Outcome
			- Ability to address construction related issues and concerns - Minimise construction impacts (where practicable)
May 2020	Construction update – progress of works and truck movements	All	- Inform about project progress - Increase awareness and understanding of the project - Ability to address construction related issues and concerns - Minimise construction impacts (where practicable)
May 2020	Project update – closure of The Green due to State Government COVID-19 health directives	All	- Inform community about the sport and recreation precinct due to COVID-19 - Outline the health measures and directives that align with State Government requirements
June – July 2020	Construction update – progress of works and truck movements	All	- Inform about project progress - Increase awareness and understanding of the project - Ability to address construction related issues and concerns - Minimise construction impacts (where practicable)
July 2020	Project update – reopen of The Green which was previously closed due to State Government COVID-19 health directives	All	- Inform the community about the reopening of the precinct - Outline further COVID-19 health and safety measures for safe use of the precinct
December 2020	HOLD POINT – Evaluate KPIs		
December 2020	HOLD POINT – Re-evaluate activity based on relaxation of COVID-19 restrictions		

Evaluation

To assess the effectiveness and success of the activities outlined in this SESP, so lessons learned can be implemented in future stages of a project, or across other projects with similar issues or outcomes. The table below outlines the objectives to be measured and reviewed yearly (end of year reviews). The first evaluation report utilising performance indicators below is due in January 2021.

Table 5 – Evaluation measures

No	Key performance indicators	Measures	Timing	Success Yes/No?
1	To create awareness and understanding of the clearly defined community initiatives, ensuring they are inclusive and promote diversity	• Project information is regularly provided in a timely and accurate manner • Regularly review project information to ensure it is clear and accurate • Review FAQs regularly • Review attendance statistics at events, including demographics • Webpage statistics	Project establishment Ongoing throughout the project	
2	Providing a diverse range of activity and events that create community involvement and appeal to all (individuals, families, groups etc) and that met expectations	• Invite RSVPs • Attendance at events • Webpage statistics • Enquiries direct to EDQ • Feedback from community group	Ongoing throughout the project	
3	Transparency of how input was used to inform or influence the project	• Enquiries to EDQ are informed and practical • Feedback is balanced or enquiry related • Project reporting captures opportunities • Market research	Ongoing throughout the project	
4	Initiatives promote transparency, collaboration and effective participation	• Community respond to key messaging and background behind the initiatives • Media monitoring • Webpage statistics • Enquiries direct to EDQ • Broader community feedback • Project reporting captures opportunities • Market research	Ongoing throughout the project	

Approvals of external facing materials and record keeping

All external facing materials, unless they have an exemption via a commercial arrangement, or an MOU, must go through the approvals process and be reviewed by the Minister's office. EDQ should allow approximately 10 working days for materials to be reviewed in detail and be advised if they are ready for public dissemination.

A record of conversations with stakeholders should be kept in Consultation Manager, please discuss with your Marketing & Engagement project manager if you are unclear as to how to do this. The use of Consultation Manager ensures that there is a detailed record of both conversations and commitments to stakeholders.