

# Economic Development Community Reference Group Minutes



Date	18 February 2020	Time	6 - 8pm
Location	Firestation 101		
List of Council Attendees (P = Present, A = Apology, NA = Not in attendance)			
P	Ben Pole - General Manager, Community, Cultural and Economic Development		
P	Paul Massingham – Economic Development Manager		
P	Clare Coburn – Industry Development Project Officer		
P	Ralph Breaden - Investment Attraction Officer		
P	Community Engagement Team Member		
Community Reference Group Attendees (P = Present, A = Apology, NA = Not in attendance)			
P	Peter Aylward	NA	Phillip Bell
P	Paul Casos	NA	David Cullen
P	Linda Doonan	NA	Nikketah Cuneo
P	Richard Morrison	NA	Ashley Gillie
P	Nicholas Pender	NA	Christopher Hannah
P	Paul Travis	NA	Ashley Marshall
P	Ruth Tyssen-Day	NA	Mike McInnes
P	Moein Varaei	NA	Ben Rawlings
P	Kenneth Weaver	NA	David Richie
A	Adam French	NA	Begoña Trillo

Agenda Item	Participants	Minutes
<b>1 Welcome and Acknowledgement of Country</b>		Meeting opened at 6:10pm  Ben Pole welcomed the group and made an Acknowledgement of Country.
<b>2 Standing Agenda Item: 'Declaration of potential or actual conflicts of interest'</b>		There were no declarations of conflicts of interest.  There were no present members running for council positions.
<b>3 Group check-in</b>	Facilitator Community Reference	There was a discussion regarding the relationship between the CRGs and council. Councillors would have to dissolve the CRGs as a formal council decision, if they chose to do so. (See notes on page 10).

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Agenda Item		Participants	Minutes
		Group members	<p>There was feedback regarding whether the CRGs are meeting the expectation of the members, points made included:</p> <ul style="list-style-type: none"> <li>• Not seeing where input is going and how it is being used</li> <li>• Feeling there is too much time between meetings and discussions so energy is being lost</li> <li>• Discussions are set too high and don't enable clear outcomes</li> <li>• Suggest discussions start with review of key strategies</li> <li>• Expecting to see more early stage ideas rather than fully formed projects</li> <li>• BP accepted feedback from members</li> <li>• BP stated that the CFGs were designed to be strategic not operational</li> <li>• BP provided the facade improvement program as an example the CGR discussing a strategic matter (Ipswich Central Revitalisation) and informing council decision making and action</li> <li>• BP agreed that timings, topics, key strategies and feedback loops would be reconsidered going forward</li> </ul>
4	<b>Actions from last meeting: CRG Monitoring &amp; Evaluation report</b>	Facilitator Community Reference Group members	The CRG Monitoring and Evaluation Report was circulated to members. Many of the points raised in the proceeding discussions were reflected in the report.
5	<b>Advocacy – the roles of Council and Community</b>	Facilitator Community Reference Group members	<p>The group took part in an engagement activity regarding advocacy, the principles of good advocacy, and brainstorming key regionally significant projects.</p> <p><b>What makes good advocacy?</b></p> <ul style="list-style-type: none"> <li>• Good communication with state and federal governments</li> <li>• Projects need to be strategic, ethical and transparent, without hidden agendas</li> </ul>

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		<ul style="list-style-type: none"> <li>• People in Ipswich are increasingly disengaged, and left out. There is a lot of healing still to be done. This requires openness and honesty.</li> <li>• Mayor and councillors should be central and essential to advocacy processes.</li> <li>• Bad advocacy: over-promises and under-delivers.</li> <li>• We need to establish an evidence base.</li> <li>• Administrator has re-crafted the relationship between councillors and community, and councillors and staff, to ensure that councillors have a vision for the whole city, not just divisions. Councillor role to be strategic.</li> <li>• Advocates should not just be the councillors, but also the broader community: businesses, organisations, CRGs, etc.</li> <li>• Ben and Paul presented the ICC Advocacy Framework for Regionally Significant Projects (see slides on page 6).</li> </ul> <p><b>Examples of Good Advocacy</b></p> <ul style="list-style-type: none"> <li>• Townsville Stadium: A decades-long process; central role played by state and federal champions; started from the ground up; overcame some level of community opposition.</li> <li>• Toowoomba Airport: Central role of private enterprise; involvement of all levels of government.</li> <li>• Springfield Rail line extension</li> <li>• Springfield development: Many good advocacy outcomes for Springfield, including a hospital and stadium; Role of private enterprise, eg Wagners; started with a coherent vision for the area; role of resources.</li> <li>• Cairns Convention Centre.</li> <li>• Paul Massingham and Ben Pole gave the examples of the North Queensland (Townsville) Stadium and Gold Coast Light Rail (see slides on page 6).</li> </ul>

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Agenda Item	Participants	Minutes
		<p><b>What are examples of regionally significant projects?</b></p> <ul style="list-style-type: none"> <li>• A Performing Arts Centre</li> <li>• Extend the Springfield Rail Loop</li> <li>• Renovation at the showgrounds and preparation for an Entertainment Complex</li> <li>• Convention Centre</li> <li>• Norman St Bridge or a 'green bridge' for cycling and pedestrians</li> <li>• Stadium</li> <li>• City ring road</li> <li>• Public Transport (inc. underserved places like Karalee)</li> <li>• Quicker road access into Ipswich</li> <li>• Waste Infrastructure</li> <li>• Jobs creation initiatives</li> <li>• Housing to help manage population growth</li> <li>• Need to consider the impact of population growth, building infrastructure that anticipates significantly larger population</li> <li>• Examples given by Ben Pole and Paul Massingham included: <ul style="list-style-type: none"> <li>○ Ipswich Central to Springfield Central Public Transport Corridor</li> <li>○ North Ipswich Reserve Sports and Entertainment Precinct</li> <li>○ Norman Street Bridge</li> <li>○ Willowbank intermodal (Inland Rail)</li> <li>○ Fast Rail between Ipswich and Brisbane</li> <li>○ (See slides on page 6 for more details)</li> </ul> </li> </ul> <p>Further discussion focused on:</p> <ul style="list-style-type: none"> <li>• How can positive projects be progressed, as opposed to projects like greyhound tracks and carparks?</li> <li>• What role the CRGs could play in advocacy?</li> <li>• Role of public-private partnership and incentives to attract private investment</li> </ul>

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Agenda Item		Participants	Minutes
			<ul style="list-style-type: none"><li>• Council's plans for a key advocacy role, who will help co-ordinate strategy and tactics</li><li>• Advocacy for non-tangibles, and the positive aspects of Ipswich</li><li>• The group would like details on the Ipswich Centre Master Plan</li><li>• Shape Your Ipswich survey on the Sports and Entertainment Precinct is now live – encouraging members to take part.</li></ul>
6	Close & check-out		<ul style="list-style-type: none"><li>• Thanks and close.</li></ul>

Meeting closed: 8:10pm

Date of next meeting: TBA

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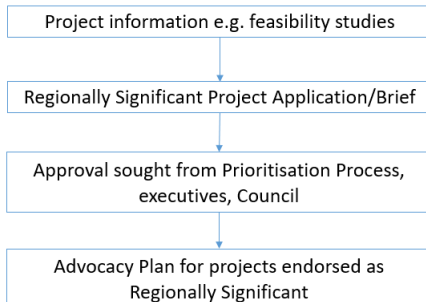
## Presentation Slides

### TP18 – Regionally Significant Project Prioritisation and Advocacy

Regionally Significant Projects are those which have a **transformational and catalytic** impact to social and economic development outcomes. TP18 set in place processes that demand a **rigorous, evidence based approach** to regionally significant project prioritisation and advocacy.

Prioritising regionally significant projects highlights Council's priorities to external stakeholders, and enables a **coordinated approach** to transformational projects within Council.

This includes an emphasis on business case development, clear planning to achieve advocacy goals, and community consultation.



### Case studies

#### North Queensland (Townsville) Stadium

Key project to result from Townsville City Deal  
The North Queensland region was unanimous in its need for a stadium to:

- Support jobs and create flow-on economic benefits
- Foster urban regeneration and improve liveability
- Raise the profile of the region

\$290 million build, due to open this year

Joint project between local, state and federal governments

#### Gold Coast Light Rail

Developed to address congestion, population growth and pollution

Light Rail was seen as a more efficient and effective alternative to buses

Connects education, health, sports facilities

Gold Coast Council has been proactive in partnering with other levels of government to deliver business cases

Stage 3A is being examined through a Detailed Business Case currently

Supports 6,300 direct and indirect jobs along the rail line



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## Ipswich Central to Springfield Central Public Transport Corridor

### Status

- This is a critical public transport connection between Ipswich and Springfield via Ripley
- The Strategic Business Case (SBC) contract was awarded to PWC in November 2019
- The SBC is expected to be delivered in March 2020

### Next steps

- Strategic Business Case delivery
- Advocate to state government



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## North Ipswich Reserve Sports and Entertainment Precinct

### Status

- The Strategic Business Case (SBC) is being finalised
- ICC is progressing the Preliminary Business Case (BPC) now
- This will examine a stadium in the context of a sports and entertainment precinct

### Next steps

- A community survey is available at Shape Your Ipswich



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## Norman Street Bridge

### Status

- The Preliminary Business Case (PBC) has been endorsed by Council
- Council is developing scope for Detailed Business Case (DBC)

### Next steps

- Detailed Business Case



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## Willowbank intermodal (Inland Rail)

### Status

- ICC is supporting the State Government in investigating the economic and social benefits of an intermodal facility at Willowbank
- ICC will be undertaking a Social and Economic Impact Study to quantify the benefits to the region

### Next steps

- Social and Economic Benefits Study (long term horizon)
- iGO Freight Action Plan (short term horizon)



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## Fast Rail

### Status

- This is a critical public transport upgrade between Brisbane and Ipswich – travel times of 20 minutes
- ICC is part of SEQ Council of Mayors City Deal
- National Faster Rail Agency is investigating detailed assessments

### Next steps

- SEQ City Deals



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## Notes

### ① Economic Development CRG

18/2/2020

- Disclosure of candidates - Nil
- Acknowledgement of Cntry

② Relationship between CRG + council?  
→ Councillors would have to dissolve as formal council decisions

#### ③ Reviewing To R

- info, advice & feedback to council
- Deliberative forum
- Community voice
- NOT meeting this brief
- eg New events w no briefing
- 23 Jan, QT, article on tourism
- Visits to Ipswich, growth in visits
- International Market growing(?) doesn't reflect experience

④ Effectiveness of the group  
→ example: facade improvement given by Ben

- small turn-out
- Similar experiences elsewhere (?)
- Ipswich doesn't have a voice (yet?)
- Topics put forward where decisions have already been made
- Tick + flick community engagement
- Frequency of the meetings (too infrequent, energy lost)
- Reminder that decision-making is STRATEGIC

⑤ Topics just scratching the surface

- Present BACK to group about how info is used
- Key staff for responsibility areas to present to the group.
- Assumption that we would START with the corporate plan - START at the strategic level - to determine priorities.
- Appoint councillors to be with this committee
- Numbers from tourism research QLD
- Next meeting will have the councillors in attendance.

⑥ Proposal of ideas at EARLY stages(?)

- Why didn't Elton John play in Ipswich for example?
- No actions from last meeting
- M & E report flagged

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⑤

**ADVOCACY**

11

- Get people's attention
- Info on upcoming ELECTION: ppl not interested, why can't we keep it as is?
- Ben & Mayor STRATEGIC & NOT PET PROJECT ETHICAL, TRANSPARENT
- Get into ears of state & federal Members
- About ENGAGEMENT: PPI in Ipswich NO HEEDING ASKING
- Role of MEDIA → Openness
- Ongoing HEALING in the city → ppl disengaged
- Mayor & councillors SHOULD be central & essential
- Bad advocacy: over-promise, under-deliver
- Establish evidence base
- NOT having councillors has been difficult

⑥

- Re-build trust
- Access to info about councillors - so they can advocate for city
- Little trust that councillors can achieve much
- Different councillor/community relationship
- Vision for WHOLE city, no Div offices, issues handled centrally by staff
- Councillors STRATEGIC only
- Separation between councillors & staff
- Advocacy = communication
- Reporting back positive/negative outcomes
- WHO are the advocates? Not just → orgs, businesses, CRGs, etc councillors.

⑦ examples

**GOOD advocacy**

- Townsville Stadium:
  - Decade-long process
  - Role of PPI & Premier
  - started from ground up.
  - Some community opposition
- Toowoomba Airport
  - Role of private enterprise
  - All levels of government
- Springfield Rail-line extension
- Springfield
  - Hospital
  - stadium
  - (What about the rest of the city?)

CHAMPIONS

STATE

FEDERAL

Good advocates in Springfield

⑧

Springfield


- Role of private enterprise eg Wagners
- A VISION
- Resources

Cairns Convention Centre



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**REGIONALLY SIGNIFICANT PROJECTS**



- Performing Arts Centre
- Extend Springfield rail loop
- Renovation at Showgrounds
  - ↳ Planning for Entertainment complex to work w/ Olympics
- Convention Centre
- Norman St Bridge → Green Bridge? Cycling, walking etc
- Stadium

**10**

- Link road / Ring road
- Public Transport → Karakee
- Quicker road access into Ipswich
- Impact of population growth and the speed of new infrastructure
  - ↳ Do these projects take this into account?
- What can Council control? → population
- Joint expression of interest for waste solutions
- Waste Infrastructure (and old mining infrastructure)
  - ↳ Dumps now in suburbs
- Job creation → Link to advocacy for social outcomes
- ↳ Advocacy for legislative change

**11** Managing HOUSING, pop growth + infrastructure

- 1 Central to Springfield Public Transport
  - Council funding + leading strategic business case
  - EVIDENCE in an ELECTION YEAR
    - ↳ Looking for election commitment
- 2 Sports + Entertainment Precinct
  - Medical, childcare, events
  - KPMG doing preliminary business case
  - Tools for lobbying + evidence
- 3 Can the CRG play an advocacy role? Active communication with decision-makers?
- 4 Norman St Bridge
- 5 Willowbank Intermodal
  - Inland City Deals
  - Job creation
  - Private sector development
  - Industrial land to Federal gov
  - 1000s of new jobs
- 6 FAST RAIL - 30 mins to Brisbane

**12**

- As opposed to a Greyhound Trade car park
- But make sure we're building FOR population growth - in advance
- What about PPP?
  - ↳ infrastructure such as stadium and Ipswich Central trigger surrounding investment/private sector
- What incentives can we consider for private investment? What levers can Council pull?
- Major advocacy role in Council
  - ↳ being developed / recruited
  - ↳ Co-ordinate strategy + tactics.
- Advocacy for non-tangibles - positive aspects of the region + positive perceptions.

**13**

- Communications on Ipswich Central Masterplan
- Conversation tonight more in-line w/ TOR
- See Shape Your Ipswich survey on stadium (circulate with minutes)