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Urban Renewal Brisbane (URB) developed this Community Engagement Framework with the Brisbane Inner City Advisory Committee (BICAC)1 and the Community Engagement Centre of Excellence2. The Community Engagement Framework aims to improve community engagement practice by ensuring co-ordinated planning within and between each URB project.

Our Purpose

Urban Renewal Brisbane aims to create a vibrant and diverse subtropical city through innovative planning and delivery. We will do this through a program which:

- forges strong partnerships with developers, community networks, local businesses and government agencies;
- controls planning to provide for orderly development and ensure supply does not exceed demand; and
- proactively creates viable investment opportunities with the business community.

The purpose of Urban Renewal Brisbane is to:

Plan a visionary future

Our team envisages a future for Inner City Brisbane to be delivered through integrated, holistic planning, focusing on sustainability.

Facilitate urban renewal outcomes

Our team delivers placemaking with it’s associated benefits through partnerships within Council and with industry and community stakeholders. Our focus is creating high quality places and environments and buildings.

Develop our capabilities — through best practice

Our diverse team has strategies that keep us up to date with best practice including training, research and external influences.

Lead and innovate

Our team’s skills in leadership, strategic thinking and innovation are sought after within Council.

Urban Renewal Brisbane Community Engagement Context

Urban Renewal areas are likely to experience rapid change in mix of uses and densities in a relatively short period of time. These are areas where Council has decided to facilitate change. The work of URB provides the most significant platform for Council to lead and facilitate holistic place making with public and private sectors.

This poses a particular set of challenges for community engagement:

- key decisions have already been made before the urban renewal process begins;
- integration with significant State Government projects and the consistency of community engagement approaches;
- plan areas are usually small compared to their potential sphere of influence;
- communities struggle to conceive the scale and scope of rapid change;
- representation of future residents and users in the plan making processes;
- multiple stakeholders, including the development industry, actually deliver the changes articulated in the plan;
- URB has multiple roles ranging from leadership and facilitation to capital works project management; and
- the land use planning process is only one tool in achieving urban renewal.

In urban renewal areas the question is not whether change will happen, but how it will happen.

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1 The Brisbane Inner City Advisory Committee was a cross sector advisory forum focusing on issues specific to the inner city areas of Brisbane. Inclusive Brisbane is the new body responsible for this role.

2 The Community Engagement Centre of Excellence is an internal unit of Brisbane City Council providing strategy and practice advice on community engagement across the organisation.
The URB Community Engagement Framework ensures a clear community engagement model for each project that responds to these challenges to provide a high level of transparency across all URB projects.

The term community is used broadly and extends beyond the view of residents in a neighbourhood. A community can be defined as a group of people united by at least one common characteristic such as geography, shared interests, values, experiences, or traditions. For each URB project there will be those who are more impacted or interested than most, these are identified as stakeholders. For each URB project there are key agencies and organisations that are essential for the development and implementation of the project, these are identified as URB partners.

Broad stakeholder groups include:
- Councillors
- Brisbane City Council Divisions and staff
- Developers
- Advisory groups
- Committee members
- Community organisations
- Interest groups and peak bodies
- Community leaders
- Residents/land owners/business owners directly affected by proposed changes
- Practitioners, consultants and other users within the planning system
- State Government Departments and Agencies
- Media

Partners include:
- Urban Land Development Authority
- Urban Futures Brisbane
- Department of Infrastructure and Planning (formerly Office of Urban Management)
- Key landowners

1.0 Purpose of the URB Community Engagement Framework

The URB Community Engagement Framework will
- Reinforce URB’s commitment to quality community engagement informing urban renewal outcomes;
- Maintain transparent processes whilst allowing for flexibility;
- Articulate URB plan-making and project management processes to internal and external stakeholders;
- Integrate community engagement into URB plan-making and project management processes;
- Assist URB planners to develop a community engagement model for each URB project;
- Provide a best practice community engagement framework for URB partners; and
- Assist URB with planning and budgeting community engagement activities.

Importance of engaging with the community

URB recognises that pro-active community engagement builds the capacity of people and networks to articulate aspirations and needs, provides opportunities for partnerships between stakeholders and with Brisbane City Council and can improve the outcomes delivered by the plan. Community engagement is an essential part of leadership through place-making.

Community Engagement Objectives

Community engagement improves our practice through:
- access to local knowledge about the plan or project area;
- dissemination of information about the potential plan or project;
• testing of assumptions in a particular proposal;
• proving the legitimacy of a proposal, project or plan;
• encouraging community ownership of project objectives;
• building partnerships that will assist in the achievement of the project goals;
• supporting and informing the statutory consultation process; and
• improving the outcomes delivered by the project or plan.

Brisbane City Council’s Organisation Living in Brisbane 2026 vision articulates the following aspirations for Connected and Engaged Communities:

“Our target for 2026 is for civic engagement to increase so that all Brisbane residents are aware of their opportunities to have their say and many residents take an active role in decisions that affect the city.”

The Integrated Planning Act 1997 outlines statutory community engagement requirements for amendments to the local planning scheme. URB incorporates these requirements and goes far beyond them.

2.0 Commitment and Principles for Engaging

Council’s commitment and principles for engaging

Effective community engagement is built on trust, respect and goodwill. Council has a commitment to engaging with stakeholders, which is governed by a set of principles that underpin good engagement processes. The principles are described below.

Integrity – trust, transparency. The levels of community influence must be clearly communicated. Consultation and higher forms of engagement must be genuinely purposeful and not tokenistic. The process is clear from the start and we do what we say we will do.

Respect – feedback, acknowledgment. Value contributions made and time given. Timely feedback on the results and the influence of specific consultation and active engagement to the community is a critical part of the process. This information needs to be given directly to those who contributed and widely so those who may have an interest can access it.

Inclusive – accessibility, participatory. A range of opportunities and techniques are used to encourage participation and awareness of all people who may be affected by or interested in the outcome. Ensure a diverse and representative range of stakeholders are engaged (age, gender, culture, interest in project).

Informing – education, context. Effective engagement requires all parties to understand the relevant legal, statutory, strategic and local context. Information provided is clear and consistent.

Working together – internal and external partnerships. Establish ongoing internal partnerships to share learnings and to partner with in engagement activities. Develop and maintain a meaningful co-operative relationship between the Council and the community by developing an understanding of mutual obligations and reciprocal responsibilities.

Planned – innovation, best practice, simplicity. Engagement requires informed judgement and planning in its approach and implementation in order to be effective, practical and suitably resourced. We make it simple and convenient to engage with Council. Engagement does not need to be complex but does need to achieve the identified engagement objectives. Teams will monitor and review their engagement activities to determine and improve their effectiveness. Employees will improve their engagement skills through training opportunities, skills development and sharing knowledge.

Role of Elected Officials – The Lord Mayor, relevant Chairperson and local Councillors have an integral role to play in all Brisbane City Council community engagement processes.

3.0 URB Community Engagement Framework

The URB Community Engagement Framework is made up of six components:

1. the community engagement spectrum;
2. the community engagement objectives;
3. community engagement techniques;
4. communication tools;
5. stakeholders; and
6. monitoring and evaluation.

The URB Community Engagement Framework components come together to inform the development of a community engagement model for any given project. The framework allows URB the flexibility to cater to particular stakeholder needs in different areas whilst maintaining a high level of transparency.

The URB Community Engagement Framework allows planners to develop and communicate the community engagement model for each URB planning project to all stakeholders.

3.1 Council’s community engagement spectrum

Community engagement covers a wide range of council-stakeholder connections, involving different levels of engagement that sit along a continuum that is depicted in the community engagement spectrum below.

All levels of engagement are legitimate, depending on the objectives for engaging and the outcomes sought. Different levels of engagement are possible throughout project stages, each level of engagement can be supported by techniques, facilitation style and processes that help to achieve the community engagement objectives of each project stage.

3.2 URB Community Engagement Objectives

Clearly defined community engagement objectives are fundamental to the success of any engagement activity. The following table shows the basic stages in the URB planning process and the generic community engagement objectives for each stage. These can be expanded upon or adjusted within each model.
<table>
<thead>
<tr>
<th>Stage 1</th>
<th>Project stage</th>
<th>Community engagement objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project initiation</td>
<td></td>
<td>- Affected and interested community aware of Council’s plan making project and URB process</td>
</tr>
<tr>
<td>Need identified</td>
<td></td>
<td>- Relationships with key stakeholders and partners established</td>
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<tr>
<td>URB team formed</td>
<td></td>
<td>- Key stakeholders and partners commit to participate in the project</td>
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<tr>
<td>Strategic Analysis begins</td>
<td></td>
<td>- Key stakeholders and partners help inform scope of project</td>
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<td></td>
<td></td>
<td>- Community Engagement (CE) Model developed</td>
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<table>
<thead>
<tr>
<th>Stage 2</th>
<th>Vision</th>
<th>Identify stakeholders</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Strategic and site analysis continues</td>
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<tr>
<td></td>
<td></td>
<td>Draft vision</td>
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<td></td>
<td></td>
<td>Council endorsement of Vision</td>
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<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>- Capacity of the CPT supported to understand the issues impacting the City and the proposed URB area</td>
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<td></td>
<td></td>
<td>- CPT contributes to identifying issues in the URB project area</td>
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<td></td>
<td></td>
<td>- Internal Working Group (IWG) established to identify key milestones, technical input and responsibilities</td>
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<tr>
<td></td>
<td></td>
<td>- A broad vision for future urban development created and community feedback gained</td>
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<td></td>
<td></td>
<td>- Issues and developed evidence base that will inform decision making for preparing the Plan are researched</td>
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<td></td>
<td></td>
<td>- State agency interests and policy positions are identified</td>
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<tr>
<td></td>
<td></td>
<td>- Monitor CE process and outcomes</td>
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<table>
<thead>
<tr>
<th>Stage 3</th>
<th>Pre Statutory precinct plan</th>
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<tbody>
<tr>
<td></td>
<td>Further site analysis</td>
</tr>
<tr>
<td></td>
<td>Develop options</td>
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<td></td>
<td>Test options</td>
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<td></td>
<td>Infrastructure Charges Plan Development</td>
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<tr>
<td></td>
<td>Draft Plan</td>
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<td></td>
<td>Endorsement of Draft Local Area Plan</td>
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<td></td>
<td>Resolution to begin public exhibition</td>
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<thead>
<tr>
<th>Stage 4</th>
<th>Statutory</th>
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<tbody>
<tr>
<td></td>
<td>Send draft Local Area Plan to State Government</td>
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<tr>
<td></td>
<td>State feedback and adjustment (1st Check)</td>
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<td></td>
<td>Public exhibition &amp; summary of submissions</td>
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<td></td>
<td>State Approval (2nd Check)</td>
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<td></td>
<td>Endorsed – City Plan amendment</td>
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<thead>
<tr>
<th>Stage 5</th>
<th>Post Statutory</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Implementing and monitoring ICP Development Assessment</td>
</tr>
<tr>
<td></td>
<td>Place-making partnerships</td>
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<tr>
<td></td>
<td>Council works</td>
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<tr>
<td></td>
<td>Plan review</td>
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</table>
3.3 URB Stakeholders

URB recognises a variety of stakeholders with different interests in plans and projects. In order to engage a range of sectors consistently and constructively URB has a number of regular stakeholder committees.

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Sector</th>
<th>Activity</th>
<th>Area</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban Futures Brisbane (UFB)</td>
<td>State, Corporate, Academic</td>
<td>Board meetings (monthly)</td>
<td>BCC</td>
<td>Bi-annual</td>
</tr>
<tr>
<td>Independent Design Advisory Panel (IDAP)</td>
<td>Design Professionals</td>
<td>Meetings</td>
<td>BCC</td>
<td>Annual</td>
</tr>
<tr>
<td>Inclusive Brisbane, formerly Brisbane Inner City Advisory Committee (BICAC)</td>
<td>Industry, State Government, NGO sector and local community networks</td>
<td>Meetings (bi-monthly)</td>
<td>City &amp; City frame</td>
<td>Bi-annual</td>
</tr>
</tbody>
</table>

The longevity of these committees support and encourage relationships between the sectors and explore issues and opportunities in relation to specific URB projects.

The role of Councillors

Elected officials, including the Lord Mayor and the relevant Chair, need to be involved in the development and ongoing monitoring of the engagement model. URB recognises that local councillors are in a unique position to broker partnerships and champion place-making activities. In order to support the local councillor in this role URB provides regular briefings and capacity building as required.

3.4 Community Engagement Techniques

There are a wide range of community engagement techniques appropriate for different stakeholders and different project stages. Rather than providing a definitive list of techniques, the framework identifies some key techniques that must be used and allows for the inclusion of additional techniques as required on a project by project basis. URB will continue to investigate and develop new and innovative community engagement techniques.

Key techniques that can form part of each project community engagement model are outlined in the table below:

<table>
<thead>
<tr>
<th>Techniques</th>
<th>Sector</th>
<th>Activity</th>
<th>Area</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Planning Teams</td>
<td>Residents, landowners, local business representatives and community organisation reps affected by a particular project or plan.</td>
<td>Workshops (minimum of two) and email contact</td>
<td>Plan Area / Project Area</td>
<td>Plan / Project time frame</td>
</tr>
<tr>
<td>Formal Submissions</td>
<td>General</td>
<td>Advertising, acknowledgment letter and submission summary report</td>
<td>Plan Area / Project Area</td>
<td>Formal submission period</td>
</tr>
<tr>
<td>Web Surveys</td>
<td>City - wide</td>
<td>Online feedback</td>
<td>Plan Area / Project Area</td>
<td>Varies</td>
</tr>
<tr>
<td>Web based discussion</td>
<td>City - wide</td>
<td>Online Interaction</td>
<td>Plan Area / Project Area</td>
<td>Varies</td>
</tr>
</tbody>
</table>

3.5 Communication Tools

The provision of clear and relevant information is fundamental to community engagement. Information should assist the community in understanding the current situation, possible options and solutions and the potential impacts or changes that will result. Information must be accessible for identified stakeholders and communities, available in a timely manner in relation to the project and should help to achieve project and engagement objectives.

URB utilise a range of communication tools in the implementation of community engagement activities including:

- web based newsletter
- web–site, surveys and Blogs
3.6 Monitoring & Evaluation

Monitoring of community engagement activities needs to be done regularly to enable effective project management. Within each planning project, planners will set up a monitoring and evaluation process to ensure specific community engagement objectives are being achieved and to ascertain if new engagement related issues arise. This information will also feed into the overall URB program evaluation.

4.0 The URB Community Engagement Model

Each URB planning project will have a visual community engagement model that shows;

- the stages of the project;
- the community engagement objectives of each stage;
- the engagement activities and communication tools to be used at each stage; and
- where these activities sit on the community engagement spectrum.

Community engagement activities require resources and often link to other program areas for delivery. Activities can be colour coded to represent the funding source and party responsible for delivery.

A baseline URB community engagement model has been developed to show the minimum community engagement activities for any URB planning project. If a project requires further community engagement scope then additions are made to the baseline model.

The community engagement model is presented to Civic Cabinet at the URB project initiation stage.

See Appendix 1 for the Components in the Model and Appendix 2 for the Baseline URB Community Engagement Model.

5.0 Resources

Forward planning and adequate resources are critical for effective community engagement activities. Each URB project budget contains resources for community engagement activities. To ensure value for money and consistency it is important that resources are pooled where appropriate.

Once the community engagement model for a URB project is developed, partnerships with other organisations and agencies may be pursued to resource community engagement activities. Councils Community Engagement Register should be reviewed to see what related projects may be scheduled to partner with or previous projects that can be leaned from.

Development of staff skills in various aspects of community engagement is an important, ongoing part of implementing the URB Community Engagement Framework.

Council’s CityWeb Community Engagement website provides in-depth information on community engagement including templates for:

- scoping community engagement
- stakeholder identification
- writing community engagement objectives
- planning community engagement
- community engagement techniques for informing, consulting and active participation
- evaluation and monitoring

The team at the Community Engagement – Centre of Excellence in the Divisional Managers Office of City Planning and Sustainability are freely available for guidance and support.
6.0 Framework Evaluation

Monitoring of each community engagement model will feed into a larger evaluation of the URB Community Engagement Framework. This framework will be evaluated bi-annually based on the following indicators;

- integration of community engagement activities with the planning process;
- value for money for community engagement activities;
- Association of URB brand with best practice community engagement based upon stakeholder and community satisfaction; and
- perceived benefit to URB team members.
Appendix 1 Components in the Model

Urban Renewal Brisbane Community Engagement Model

<table>
<thead>
<tr>
<th>Project Stages</th>
<th>Project Initiation</th>
<th>Vision</th>
<th>Options and Draft Plan</th>
<th>Statutory</th>
<th>Implementation</th>
</tr>
</thead>
</table>

**Project Objectives**

**Engagement Objectives**

**Engagement Activities**

**Levels of Engagement**

**Timeframe**
Appendix 2 Baseline URB Model

### PROJECT INITIATION
- **Project Objectives**
  - Urban Futures Board
  - Brisbane Inner City
  - Independent Design and Community Engagement Framework
- **Initial Engagement Objectives**
  - Achieve broad community awareness of Council’s plan making project and URB
  - Identify key stakeholders and partners
- **Stakeholder engagement model**
- **Workshop directions**
  - Identification of key stakeholders and partners
  - Engagement of community engagement model

### VISION
- **Community Engagement Objectives**
  - Engage with the community to identify key stakeholders and partners
  - Ensure the project is inclusive and reflects community needs

### OPTIONS AND DRAFT PLAN
- **Project Outcomes**
  - Identification of key stakeholders and partners
  - Engagement of community engagement model
- **Project Engagement Framework**
  - Engage with the community to identify key stakeholders and partners
- **Stakeholder Engagement Objectives**
  - Ensure the project is inclusive and reflects community needs

### STATUTORY
- **Project Outcomes**
  - Identification of key stakeholders and partners
  - Engagement of community engagement model
- **Stakeholder Engagement Objectives**
  - Ensure the project is inclusive and reflects community needs

### IMPLEMENTATION
- **Timeframe**
- **Legend**
  - Base activity
  - Robust activity

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**NOTE:** An additional engagement activity is required by international partners or Councillors to add to the project plan and colour code to identify funding sources.