



# oxley creek

TRANSFORMATION

## Strategic Plan 2017-2020





## Message from the Lord Mayor

For many years I have been dedicated to revitalising the overworked Oxley Creek corridor. With the establishment of Oxley Creek Transformation, a subsidiary of Brisbane City Council, and a commitment of \$100 million over 20 years, my vision to transform the corridor into a world-class, green, lifestyle and leisure destination is becoming a reality.

Just as South Bank Parklands reshaped the inner city and has become one of its greatest attractions, this new recreational precinct will animate Brisbane’s western suburbs and redefine our relationship with the outdoors. It’s a key step in making Brisbane one of the world’s top 10 lifestyle cities.

Oxley Creek Transformation will oversee the revitalisation of the stretch of the creek from the Brisbane River to Larapinta into Brisbane’s premier open space. Oxley Creek corridor will be reimagined as an urban playground, an incubator of innovation and a sanctuary for wildlife. Oxley Creek will be opened up as never before for everyone to enjoy.

A liveable city is about more than just new jobs and better roads. Oxley Creek will strengthen Brisbane’s global reputation as a New World City with a lifestyle that is uniquely Brisbane.

**Graham Quirk**  
**LORD MAYOR**



## Message from the Board Chairman

Oxley Creek’s vast green waterfront has untapped potential to become a place to work, play, relax and connect with nature. Oxley Creek Transformation will drive this evolution by supplying the leadership, energy and passion needed to unite diverse stakeholders.

Achieving the Lord Mayor’s vision for the Oxley Creek corridor will take the combined efforts of government, the private sector and the community. Oxley Creek Transformation will establish strong partnerships to inspire integrated action and forge a clear path forward.

Oxley Creek Transformation is empowered to translate ideas into reality. From planning open spaces to setting up new eco-tourism ventures, our mission is to deliver tangible benefits to the community and the environment. We are excited to begin.

**Nigel Chamier, AM**  
**CHAIRMAN**  
**OXLEY CREEK TRANSFORMATION PTY LTD BOARD**

## Contents

<b>Oxley Creek</b> .....	
about Oxley Creek	<b>1</b>
the creek that built Brisbane	<b>2</b>
revitalising the creek	<b>3</b>
<b>Oxley Creek Transformation project</b> .....	
the company	<b>4</b>
core focus for 2017 - 2020	<b>4</b>
strategic management	<b>5</b>
<b>vision</b> .....	
goals	<b>7</b>
priorities 2017 - 2020	<b>10</b>
alignment to Brisbane City Council	<b>14</b>

# about Oxley Creek

## *Brisbane's longest creek*

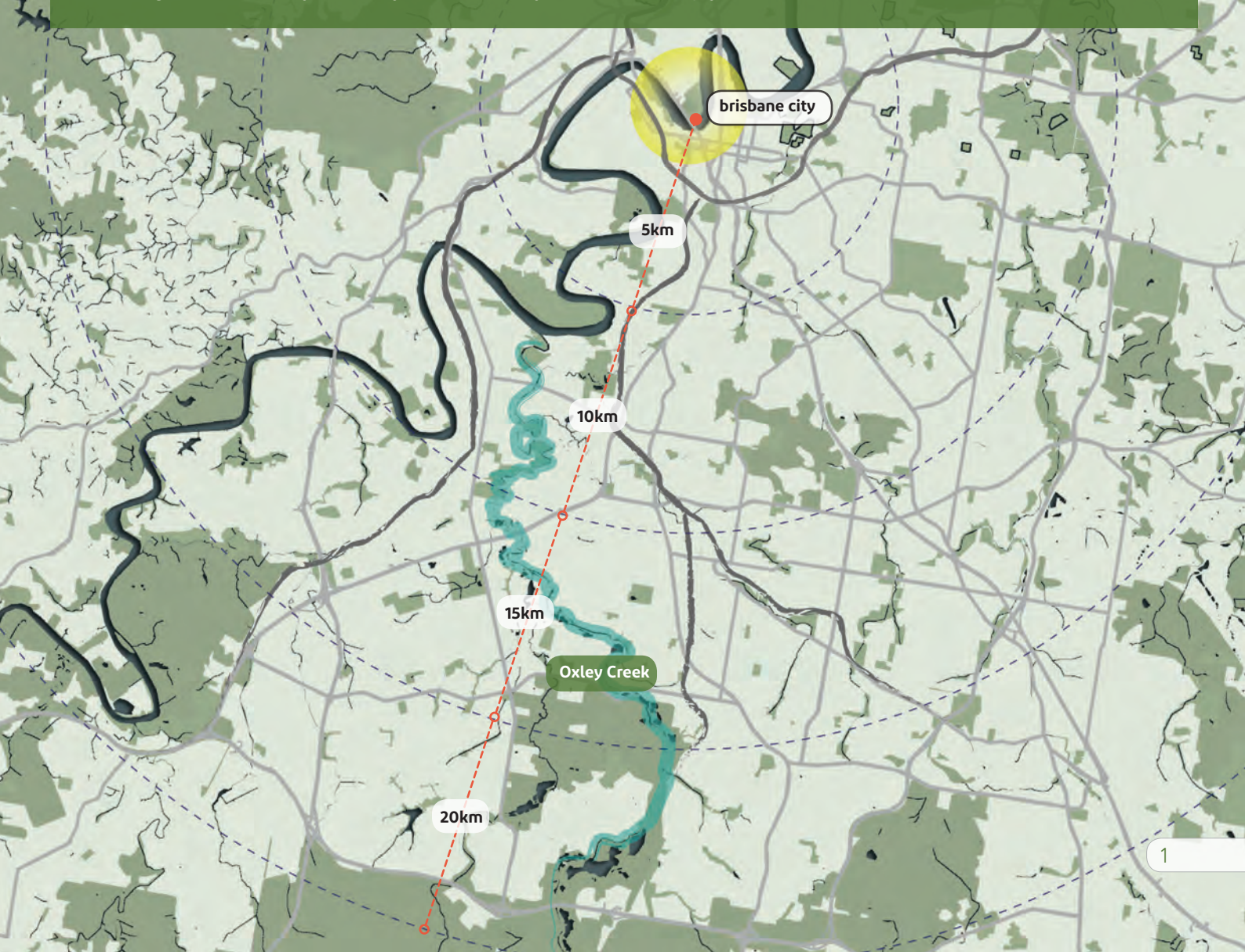
Oxley Creek is one of the Brisbane River's major tributaries. Beginning in the forested mountain ranges of the Scenic Rim, south of Ipswich, it joins the Brisbane River approximately 70 kilometres downstream at Tennyson. Oxley Creek enjoys a natural drainage area of 270 square kilometres – or 28 suburbs spread across three local government areas – making it Brisbane's largest creek catchment. The leaf-shaped catchment bends southwest from the Brisbane River through Logan City and part of Ipswich City.

Blunder Creek and Crewes Creek flow into Oxley Creek from the west while the main eastern tributaries are Sheep Station Gully, Stable Swamp Creek and Moolabin Creek and Rocky Water Holes. Dozens of small tributaries also feed the creek including Little Doris Creek, Hanley's Creek, Rocky Water Holes, Mayfly Creek and Pennywort Creek.

Prior to being discovered by Europeans, Oxley Creek was known as **Benarrawa**, and its surrounding catchment provided abundant resources for the Indigenous community who lived, travelled and hunted along the creek.

A severe storm led to three ex-convict cedar cutters, Thomas Pamphlett, John Finnegan and Richard Parsons becoming shipwrecked on Moreton Island. They were rescued by local Indigenous island tribes who journeyed with them back to the mainland, where they travelled up what is now known as the Brisbane River to Oxley Creek. They were welcomed by the area's traditional owners and lived with them until John Oxley, Surveyor-General of New South Wales, discovered the men living with an Indigenous community. Oxley Creek was named Canoe Creek by Oxley who observed the canoes on the bank of the creek that had been used by the Indigenous men in the rescue of Pamphlett, Finnegan and Parsons.

Further explorations of the area by Edmund Lockyer led to the charting of the Brisbane River and eventually to the renaming of the tributary, to Oxley's Creek. Today, it is known simply as **Oxley Creek**.





## the creek that built Brisbane

Oxley Creek has always been a hard-working creek. Sustaining indigenous life for millennia, it quickly became the lifeblood of colonial Brisbane. Sand and cobbles from the creek paved the first streets while timber cut from the banks raised the city that followed. Farms on the floodplain fed the growing colony as factories set the foundation for the city's thriving economy.

Local industries took on national significance during the war years. Rocklea's wartime munitions and armaments works became the bedrock of the prosperous manufacturing industry while Archerfield Airport kickstarted Brisbane's aviation sector. By the time Holden began building cars at Acacia Ridge for export to Africa and the Middle East in the 60s, and the Brisbane Markets moved to Rocklea, the catchment's position as Brisbane's industrial powerhouse was cemented.

Oxley Creek catchment is no less significant to the city today. One of Brisbane's most productive areas, it hosts major industrial hubs and critical parts of the region's transport network such as the Acacia Ridge railway yards, the centre of South East Queensland's freight network. It's also home to diverse and multicultural communities and one of the city's few remaining greenfield sites suitable for new housing.

Many of the city's new jobs for the next twenty years will be found in the fast growing, south-west, industrial-gateway suburbs of Archerfield, Wacol and Inala and the southern industrial area of Heathwood, Larapinta and Parkinson. Neighbourhoods fringing this industrial core are also expanding.

Transforming the impacts of industry and development on a creek system that still bears the scars of yesterday's activities is a major challenge.

Oxley Creek is very different today from the creek that castaways Thomas Pamphlett, John Finnegan and Richard Parsons were welcomed to by the traditional owners in 1823. As the city's only sand-based creek and biggest source of prime building sand for many years, it has been mined extensively. Logging, farming, industry, development and seasonal flooding have also taken their toll on waterway health.

While most riparian bushland has been cleared from the lower and middle catchment areas, small patches remain. Together with the area's remaining wetland systems and open spaces, this remnant vegetation contains internationally significant habitats supporting hundreds of wildlife species from yellow-bellied gliders to koalas and red-capped robins.



## revitalising the creek

Bank stabilisation works, extensive creek-side revegetation, weeding programs and hundreds of other rehabilitation efforts have seen life gradually return to pockets of Oxley Creek, paving the way for the work of Oxley Creek Transformation.

Catchment groups, bushcare groups, local councils, indigenous communities and hundreds of volunteers have worked hard for decades to restore the creek, with a focus on practical, on-the-ground projects. The Lord Mayor's Oxley Creek Catchment Taskforce (the Taskforce) unified and intensified these recovery efforts in recent years.

Established in 2006 by the former Lord Mayor Campbell Newman, the Taskforce was charged with guiding and coordinating strategies to rehabilitate and improve the Oxley Creek catchment. Bringing together governments at all levels, key community groups and non-profit environmental associations, the Taskforce achieved unparalleled regional cooperation and focus. Chaired by Silvio Pradella, Board members included representatives from Brisbane City Council, Logan City Council, Queensland Government Department of Environment and Heritage Protection, Commonwealth Government Department of Defence and the Oxley Creek Catchment Association.

The Taskforce's tireless efforts and achievements tackling difficult challenges will stand out as a significant highlight in the history of the catchment. Completely rehabilitating Oxley Creek will take many years to accomplish, and future successes will be owed to the achievements of the Taskforce, which include:

- Broadening the conversation about Oxley Creek to reach new audiences
- Improving Oxley Creek's waterway health
- Stabilising creek banks and reducing erosion
- Completing the Archerfield Wetland Rehabilitation Strategy
- Investigating land use options in the catchment, with a focus on ensuring industry compliance and regulating activities
- Supporting the preparation of neighbourhood plans
- Supporting opportunities to make the area become a hub for innovation and sustainability, and recreational space for residents and visitors.

# the company

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## operations

Oxley Creek Transformation is delivering the Lord Mayor's vision for the Oxley Creek corridor. Established in 2017 as a wholly-owned subsidiary of Brisbane City Council, its role is to plan, develop and manage Brisbane's newest recreational asset in partnership with government, businesses, industry and residents.

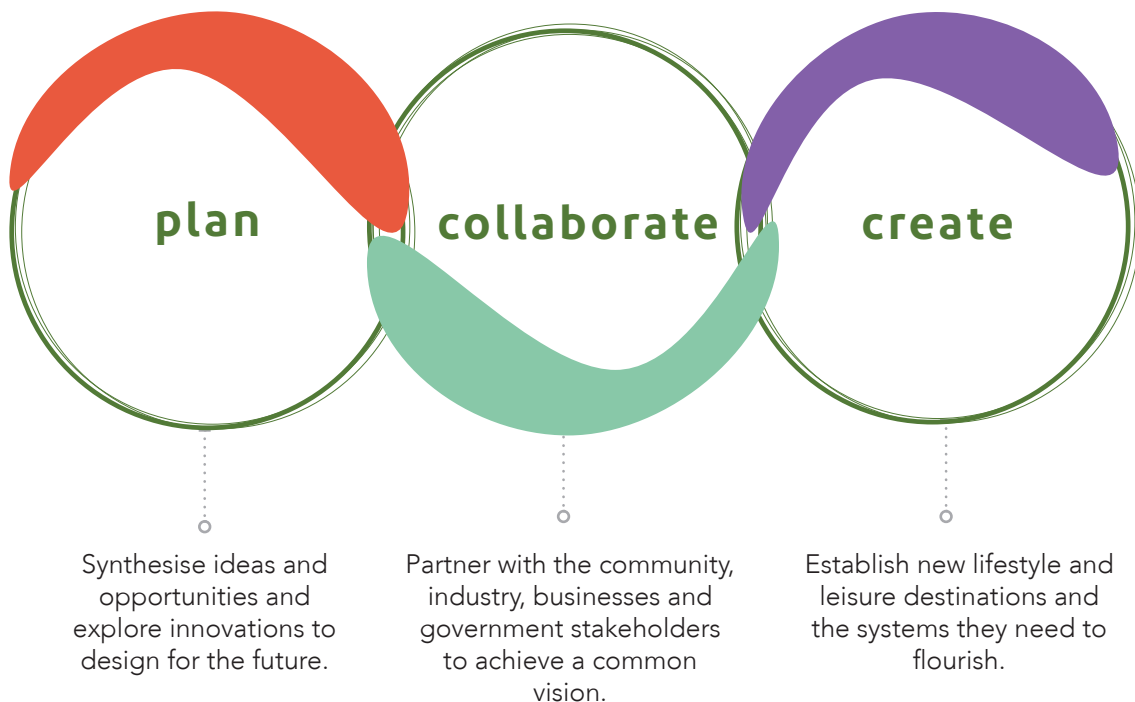
Oxley Creek Transformation's small dedicated team of professionals operates within a streamlined decision-making framework, giving the company the skills and agility to respond to opportunities quickly and drive tangible outcomes.

Building on Brisbane City Council's funding commitment of \$100 million over 20 years, the company is creating sustainable income streams to support the ongoing revitalisation and maintenance of the corridor.

Core focus areas over the medium term will be to master plan the corridor for the future, collaborate with partners to establish a shared vision, promote integrated action and create the foundational elements of the future parkland. Environmental management sits at the heart of all company activities.

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## core focus for 2017 - 2020



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## strategic management

The Oxley Creek Transformation Board provides strategic direction and high-level advice to the company. The collective experience of the five Board Directors spans environmental conservation and rehabilitation, restoration of iconic buildings and property development, innovation through land use planning, urban design and business management.

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### **Chairman - Nigel Chamier, AM**

Nigel Chamier is Chairman of the Menzies Health Institute of Queensland; Director of Queensland Airports Limited; Director of Brisbane Urban Futures and Director of South Bank Corporation. Nigel is the Honorary Consul for Sweden and was recently bestowed Commander of the Royal Order of the Polar Star.

Nigel was awarded a Medal of the Order of Australia in 1994 for services to the property industry and in 2016 was made a Member of the Order of Australia for his contribution to economic development programs and the preservation of historic buildings. He is a former President of the Queensland Division of the Property Council Australia and past President of The Brisbane Club.

Nigel is a Fellow of the Royal Institution of Chartered Surveyors, a Fellow of the Australian Property Institute and a Fellow of the Australian Institute of Company Directors.



### **Company Director - Anne Clarke, OAM**

Anne Clarke is an Executive Officer of the Oxley Creek Catchment Association (OCCA).

Anne was involved in the formation of OCCA in 1995 along with members of the Oxley Creek Environment Group. Anne served as President of OCCA from 2001 to 2013 and was Secretary of the Australian Marine Conservation Society from 1995 to 2000.

Anne was awarded a Medal of the Order of Australia in 2008 for services to the environment through the conservation, planning, rehabilitation and management of urban waterways.



### **Company Director - Guy Gibson**

Guy Gibson is the General Manager of Lendlease's Communities business in Queensland and has been with Lendlease since 1996.

Prior to that, Guy was the Director of Town Planning at Brisbane City Council, and before joining Council in 1987, Guy worked for the National Capital Development Commission in Canberra.

Guy is a Life Member and past President of the Property Council of Australia (Queensland), and is a previous National Director of the Property Council of Australia.



### **Company Director - Bevan Lynch**

Bevan Lynch is a registered architect who was a Founding Principal of ML Design, a multi-disciplinary design practice providing services in architecture, master planning, urban design and interior design since its establishment in 1987.

In 2006, Bevan became the founding Chairman of Brisbane City Council's Independent Design Advisory Panel and was appointed as Chairman of the Urban Futures Brisbane Board in 2010.

Bevan serves on the Brisbane Airport Corporation's Development and Design Integrity Panel and is a corporate member of the Royal Historical Society of Queensland.

In 2017, Bevan was also appointed as Chairman of Urban Renewal Brisbane.



### **Company Director - Shaun Walsh**

Shaun Walsh is qualified in regional and town planning, landscape architecture and business management.

Shaun is the Chief Executive Officer of City Parklands Pty Ltd in Brisbane, a commercial entity that manages the South Bank and Roma Street Parklands and welcomes 12 million visitors each year on behalf of Brisbane City Council and the Queensland Government.

Shaun is a National Director of the Australian Institute of Landscape Architects and Director of the 'Great Noosa Trail Walk', which raises the profile of the local landscape and fundraises for community groups in the Noosa hinterland.



### **Manager - Tracy Melenewycz**

Tracy Melenewycz serves as the Manager of Oxley Creek Transformation Pty Ltd, responsible for the day to day leadership and general management of the company.

Tracy has extensive experience in the fields of operations and business management, finance, human resource management and governance.

Tracy has had a long and diverse career with Brisbane City Council and has achieved formal qualifications in commerce, marketing, project management and accounting, banking and finance.



# vision

*"To transform the Oxley Creek corridor into a world class green lifestyle and leisure destination."*



**BENEFIT:**  
Brisbane's newest urban green space

Activate existing spaces and create new places for people to gather, relax, play and connect with others and nature.



**BENEFIT:**  
Nature in the city

Facilitate a deeper appreciation and awareness of nature, inspire greater environmental conservation and demonstrate leadership in sustainability.



**BENEFIT:**  
Hubs for innovation and leisure

Attract interest and investment to sustainably revitalise the corridor and boost the local economy.

# social

An eclectic collection of grassy paddocks, quiet playgrounds, unkept green spaces, pocket parks, open wetlands and a string of former industrial sites along Oxley Creek will be transformed into a vast multi-use parkland set to rival the world's best urban spaces.

New leisure and recreation destinations will complement the existing network of open spaces, which will be connected and made more accessible to the community. Nature will be celebrated with more opportunities for birdwatching, bushwalking, bike riding, picnicking, canoeing, kayaking, nature play, all abilities recreation and learning programs.

Urban farms, adventure playgrounds, cycling courses, entertainment precincts, community spaces and even a rowing facility are ideas being explored. Open spaces will become 'event-ready' stages for a dynamic year-round calendar of activities from music and entertainment to sporting events. Hidden and forgotten parts of the corridor will be opened up for everyone to enjoy.



Activate existing spaces and create new places for people to gather, relax, play and connect with others and nature

From the mangroves of Graceville Riverside Parklands to the bushland in Strickland Terrace Park and the wetlands of Greenbank Military Training Area, Oxley Creek's rich network of green spaces sustain a myriad of significant native flora and fauna. One quarter of Australia's native bird species have been spotted at Oxley Creek Common alone and the endangered Angle-stemmed myrtle (*Gossia gonoclada*), a relatively small number of wild plants left in the world, can be found growing along Oxley Creek.

Oxley Creek Transformation will work alongside government, industry and the community to restore these habitats, improve water quality, re-establish natural processes, inspire greater conservation and embed a culture of flood resilience into the corridor. Environmental sustainability will be explored and celebrated through art and creativity, learning centres, education programs, community events and festivals. New venues will bring people together to connect, create, learn and share.

Oxley Creek Transformation will demonstrate leadership in the delivery of sustainable community assets and infrastructure, and embed best environmental practices into its business operations. New sensitively designed environments and infrastructure will become exemplars to the wider design industry, as well as directly benefitting the natural environment.

Facilitate a deeper appreciation and awareness of nature, inspire greater environmental conservation and demonstrate leadership in sustainability



# environmental

Oxley Creek Transformation will foster public and private sector collaboration to achieve social, environmental and economic outcomes for the corridor, recognising the contribution the parkland can make to broader economic development and employment in western Brisbane. Approximately five per cent of the Oxley Creek corridor will leverage off natural attractions to fund revitalisation efforts, inject vitality and draw investment to the area.

A number of destination hubs are anticipated across the corridor, with a focus on recreation and business operations that are sensitive to the natural setting and complement existing land uses. Think education interactions, casual food experiences, nature-based tourism and clean industry business precincts.

Oxley Creek Transformation will establish and manage these hubs by investing in assets and facilities on appropriate land within the corridor, prioritising revenue generating sustainable investment outcomes. Revenue derived from long-term leases and commercial opportunities within precincts and hubs will be invested back into the corridor to fund park maintenance, new green infrastructure and regeneration projects.



Attract interest and investment to sustainably revitalise the corridor and boost the local economy



# plan

*master plan  
the corridor*

focus

2017 - 2020

A comprehensive, long-term master plan will guide the creation of the Oxley Creek corridor. This blueprint will inform more detailed precinct planning, set the focus for economic hubs, establish an economically sustainable foundation for the parkland and suggest possibilities for collaboration with business and community partners.

The master plan will capture the rhythm and spirit of Brisbane's outdoor lifestyle. New leisure and sport-based recreation activities, tourism, cultural heritage interpretation, environmental education and connections for people and wildlife through the corridor will all be explored.

Opportunities to improve flood resilience and water quality, restore wildlife habitats, reuse stormwater and other measures that allow the natural environment to thrive will be forged.

The Oxley Creek corridor is one of Brisbane's most diverse areas. Protected nature reserves flank busy industrial precincts. Quiet riverside suburbs with leafy streets lined with Queenslanders give way to shops, warehouses and factories. Some suburbs have a mix of homes and commercial centres; others are dominated by industrial activities. Playgrounds, sporting fields and nature reserves are also scattered throughout the area.

The master plan will carefully consider the corridor's relationship to surrounding industrial and residential communities, as well as exploring its future relationship to the catchment and wider region.

The master plan will also examine and respond to existing neighbourhood plans that provide direction for future development.

The creek corridor shown on the adjacent map will be the core focus of the master plan study.



## implement the master plan

Implementing the master plan will require further detailed planning and design work to deliver both large and small-scale projects within the corridor.

Project delivery will focus on sustainable and evolutionary projects that will transform the corridor over the short to medium-term.



collaborate

community and  
stakeholder  
engagement

focus  
2017 - 2020

A strong commitment to building relationships and partnerships, creative and innovative collaborations and working together with community groups, industry, businesses, government agencies, private land owners and residents will be fundamental to realising our vision.

Oxley Creek Transformation values the diversity of skills, views and expertise in the community and is committed to community and stakeholder engagement during the master planning process and as the plan is implemented and delivered.

#### **community and stakeholder engagement charter**

Oxley Creek Transformation is committed to conducting stakeholder and community engagement activities in line with the following set of principles:

##### **Building long-term relationships**

We act in an honest, open and respectful way to build strong partnerships and trust with our stakeholders.

##### **Integrity and transparency**

We provide clear communication on our engagement processes and incorporate feedback in our decision-making process.

##### **Accessible and inclusive**

We offer a diverse range of engagement processes, accessible and appropriate for our stakeholders, to encourage effective participation and awareness of our work.

##### **Timely and coordinated**

We provide ample opportunities for stakeholders to be well-informed and provide input.



create

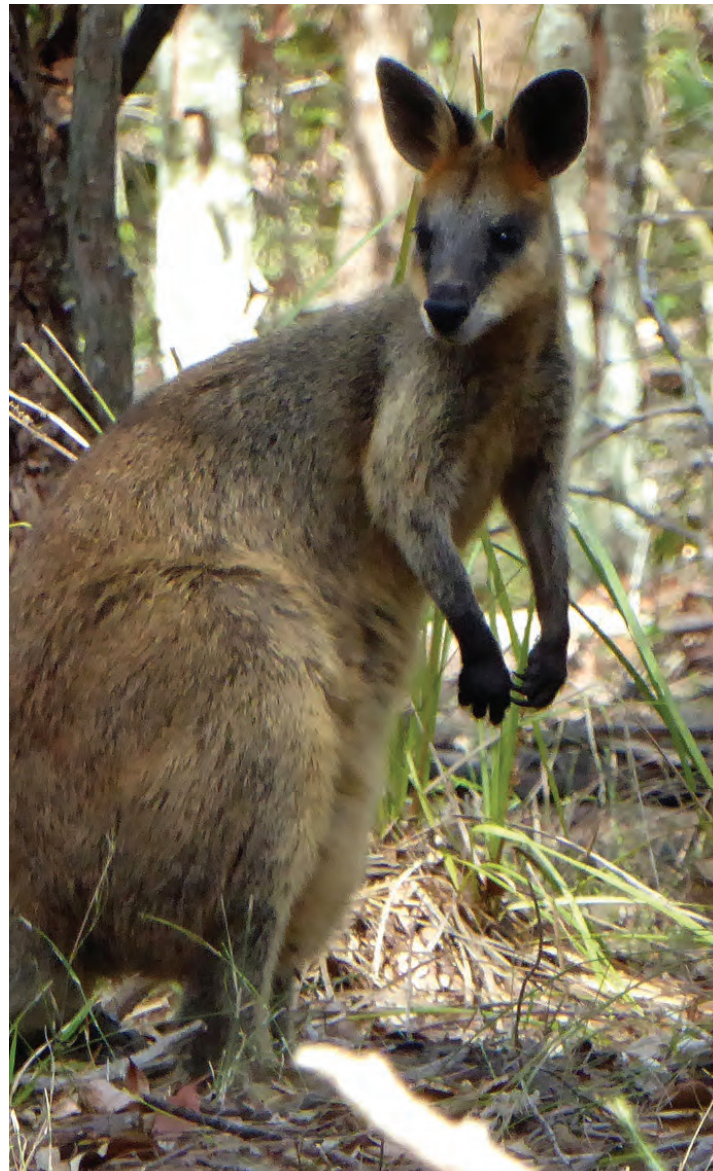
connect  
the corridor

focus  
2017 - 2020

Connecting natural areas and green spaces and creating recreational and economic hubs will be a primary focus for Oxley Creek Transformation over the coming years.

Oxley Creek Transformation will identify sites of interest to achieve our vision for the corridor and to restore connections between spaces and build paths for people as well as wildlife. Linking open spaces not only multiplies their environmental value by creating corridors for wildlife, but opens up new access routes for residents and visitors. Creek crossings will also be an essential component of these movement networks.

The master planning process will identify further priority projects for delivery in the short to medium-term. Oxley Creek Transformation will pursue opportunities to collaborate with Brisbane City Council to deliver projects, plans and initiatives, such as the Oxley Creek to Karawatha Outdoor Recreation Plan.



## alignment to Brisbane City Council

Oxley Creek Transformation's Strategic Plan outlines the company's medium-term priorities, linking annual planning and budgeting with Brisbane City Council's long-term goals and vision for the city.

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### Brisbane Vision 2031

Brisbane City Council's long-term community plan for the city, Brisbane Vision outlines the aspirations for our city's future and outlines ideas for achieving this vision.

Oxley Creek corridor will play a central role in achieving this vision by making the city more liveable and sustainable. This landmark project will open up new lifestyle and leisure opportunities for residents and tourists, enhance the creek's resilience and attractiveness and deliver 'green' economic initiatives that meet community expectations and deliver value for money.

### Brisbane City Plan 2014

Brisbane City Plan 2014 is Brisbane City Council's plan for the development of Brisbane. It guides how land in Brisbane can be used and developed. It also helps plan for infrastructure to support growth and create a more diversified economy, while continuing to protect Brisbane's enviable way of life.

### Brisbane. Clean, Green, Sustainable 2017-2031

Brisbane's first sustainability report highlights the city's key achievements and outlines future targets and commitments to drive Brisbane towards a cleaner, greener and more sustainable future.

Brisbane is on its way to becoming a global leader in sustainability. Supporting Oxley Creek Transformation demonstrates Brisbane City Council's dedication to a clean and green lifestyle and enthusiasm for embracing emerging trends in city sustainability.

### Brisbane Economic Development Plan 2012-2031

This plan sets out the priorities and actions required to support Brisbane's economic development. It envisages Brisbane as a top 10 lifestyle city globally by 2031.

Brisbane is highly regarded by residents and visitors but many people who have not been to Brisbane are not aware of the benefits it offers. To grow the economy, increase tourism and attract new investment and talented workers, Brisbane needs to enhance its global reputation. Oxley Creek corridor will become a large-scale tourist attraction showcasing Brisbane's natural environment and relaxed, climate-driven lifestyle.

### Brisbane City Council Annual Plan and Budget

Oxley Creek Transformation is funded by Brisbane City Council and is referenced in the 2017-2018 Annual Plan and Budget as a Strategic Project in Program 3: Clean, Green and Sustainable City under Service 3.1.3.1: Environmental and Liveability Initiatives for the Community.





# oxley creek

TRANSFORMATION

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