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DEVELOPING A CITY TRANSPORT PLAN IN AN URBAN GROWTH AREA – LESSONS LEARNT

An integrated local transport plan has recently been developed for the City of Ipswich in Queensland. This paper outlines 26 key 'lessons learnt' from its production that can be used by others when preparing a strategic planning document.

Introduction

The *City of Ipswich* is located to the west of Brisbane and is Queensland's first regional city. The current Ipswich population of 190,000 is forecast to more than double over the coming decades. As a response to this growth, Ipswich City Council has recently developed a citywide transport plan (branded as 'iGO'). iGO outlines Council's aspirations to advance Ipswich's transport system and to guide future transport policy, resourcing and investment decision making processes.

This paper outlines the 'lessons learnt' through the development of iGO. These lessons can readily be followed by others for the successful production of a strategic planning document in a public sector organisation (not just in a local government transport realm). Aspects include drivers, branding, scoping and governance.

Background

CITY OF IPSWICH

The City of Ipswich ('Ipswich') is centrally located in the urban growth region of South East Queensland (SEQ). To the north-east is Brisbane (the capital city of Queensland) and to the west are the agricultural areas of the Brisbane, Lockyer and Fassifern Valleys.

The city is located on the Bremer and Brisbane Rivers and is positioned on the confluence of three national highways (Warrego Highway, Cunningham Highway and Ipswich Motorway) and a major railway line (which is included in the SEQ passenger railway system). Ipswich is approximately a 40 minute drive to/from the Brisbane Central Business District (CBD) and a one hour drive to/from the northern beaches of the Gold Coast.

Ipswich offers all the modern facilities and services of a progressive mid-sized city and is renowned for its architectural heritage (being first settled in 1820). The Australian Government operates a large Airforce and Army base in Ipswich (located at Amberley) that is considered Australia's premier defence facility.

Ipswich comprises an area of 1000km^2 with a population of approximately 190,000 people and is one of the fastest growing local government areas in Australia. It contains 42% of the SEQ's industrial land stock, two

regional 'activity' centres (at Ipswich Central and Springfield Central) and a number of sub-regional and district activity centres to provide employment opportunities for residents in the future. The city also contains two large "master-planned" communities at Springfield and Ripley with a combined planned future population of 200,000 residents and 75,000 jobs.

The geographical position between the Brisbane and Ipswich CBDs has similarities to that of the Sydney and Parramatta CBDs (refer Figure 1). In fact, some market analysts call Ipswich the "new Parramatta" from a property development and demographic perspective.

The future of Ipswich is bright with many opportunities for economic growth and community development.

FIGURE 1
GEOGRAPHICAL COMPARISON
BRISBANE & IPSWICH → SYDNEY & PARAMATTA
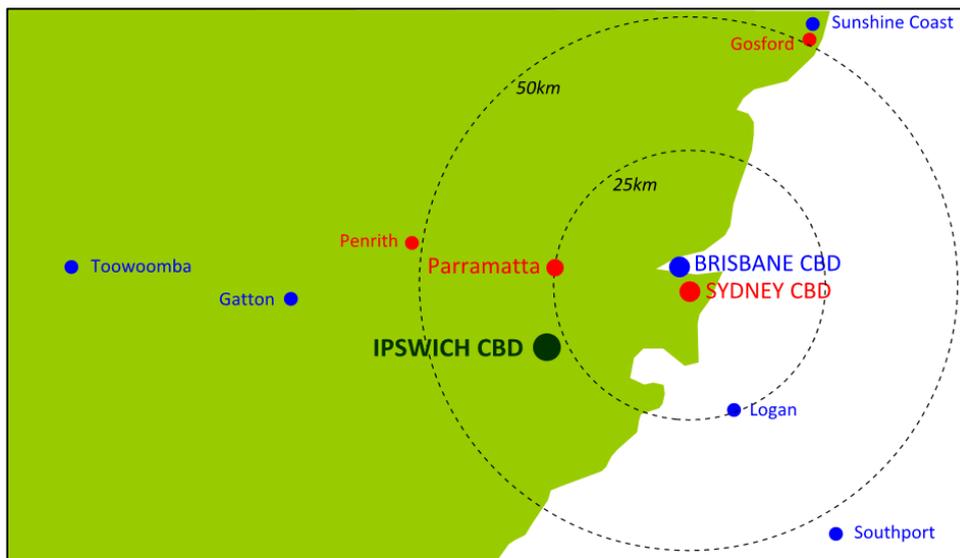
CITY OF IPSWICH TRANSPORT PLAN (iGO)

Ipswich City Council has developed the *City of Ipswich Transport Plan* (branded as 'iGO') that outlines Council's aspirations to advance Ipswich's transport system and to guide future policy, resourcing and investment decision making.

The key outcomes of iGO are:

**(1) Facilitating travel mode choices**

Reducing Ipswich resident's dependency on the car by facilitating competitive, attractive and sustainable travel mode choices (particularly for commuter trips) through the provision of quality transport infrastructure and incentives/disincentives.

(2) Transport and land use integration

Fostering the development of strong, compact and connected mixed use activity centres and complete communities.

(3) Culture Shift

Clever new thinking and strong leadership to make sustainable transport decisions. This includes new 'non-traditional' attitudes such as:
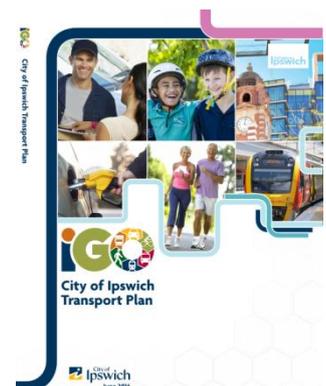
- Promoting travel behaviour change for certain trips;

- Taking a demand management approach to car use, parking, road network performance and traffic congestion (not demand satisfaction);

- Balancing the needs of all users in the design and management of roads;

- The development and uptake of new transport related technology;

- Influencing institutional frameworks (i.e. employee core work hours and locations); and

- Using innovation in regards to the cost, affordability, funding and financing of new infrastructure.

Further information on iGO can be obtained from *www.ipswich.qld.gov.au* where the document can be viewed and downloaded.

Lessons Learnt

DRIVERS

Every good project needs a reason to do it – a 'driver' - the 'why'. Ipswich City Council developed iGO based on the following project drivers:

(1)   **Advance Ipswich**

Advance Ipswich is Ipswich City Council's long term community plan for the city's future.

It outlines where and how Council will devote its resources and policies over the coming decades to create the kind of Ipswich the community aspires to, and how Ipswich can contribute to sustainable growth in South East Queensland with a focus on residential capacity and employment generators. The development of Advance Ipswich involved extensive research and gaining input from residents, business operators and community groups.

Under the goal of "Managing Growth and Delivering Key Infrastructure", a key action of Advance Ipswich is to *"develop and implement an integrated transport plan that provides a platform for enabling sustainable travel choices".*

(2)   **South East Queensland Regional Plan**

The *South East Queensland Regional Plan (SEQRP)* is the Queensland Government's urban growth management policy for the region. The main purpose of the SEQ Regional Plan is to restrict the growth of urban sprawl through two key mechanisms:

- Establishment of the 'Urban Footprint' which is a regulatory boundary to:
    - contain urban growth;
    - minimise speculation;
    - protect natural landscapes; and
    - retain rural areas with agricultural value.

    In essence, no urban development will be approved outside the urban footprint; and

- Promotion of higher density mixed use living and infill developments in designated areas called 'Activity Centres'.
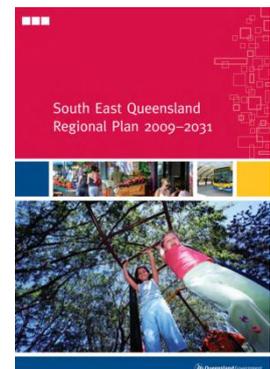
The SEQRP also sets a future population target for Ipswich in which land use and infrastructure planning by Council and state agencies must align and subsequently service.

iGO was developed based on the policy mechanisms and the city population target outlined in the SEQRP.

(3)   **Connecting South East Queensland 2031**

Connecting South East Queensland 2031 is the Queensland Government's transport policy for the region. This document predicts that the number of daily transport trips made by Ipswich residents will triple over the coming decades as a response to the SEQRP's population target. Whilst Connecting South East Queensland 2031 sets the regional transport direction, iGO outlines more detailed local aspirations for the city's transport future.

It would have been difficult to gain any form of project initiation and momentum, including obtaining necessary budget allocations and securing organisational and stakeholder 'buy in', without having these project drivers.

Learning #1:	*Having a number of project **'drivers'** (reasons for doing the project) assisted with obtaining project momentum including necessary budget allocations and securing organisational and stakeholder 'buy in'.*

BRANDING

The formal name of the project is the *'City of Ipswich Transport Plan'*. However the project was branded with the nickname of *'iGO'* with:

(1)   **'i'** representing:

- *Ipswich;*
- the *individual* (me, myself, I); and
- *intelligence* (to align with the key project messages of "clever new thinking" and "embracing new technologies"); and

(2)   **'GO'** representing:

- Mobility; and
- Moving forward with a positive outlook and strong direction.

iGO's branding was conceptualised by the Project Director, formalised by Council's Marketing Branch and adopted through a Council resolution.

Along with the iGO nickname, the project's branding included a logo, a motto and colour palate.

The branding is used to identify the transport plan including its outputs and to assist with the project's positioning, marketing and public awareness. Feedback from the community is that the iGO branding is modern, clever, positive and easy to remember and identify with. In fact, internally everyone across Council now refers to the transport plan simply as iGO.

The intention is to continue to use the iGO branding as part of its delivery including more detailed operational strategies and network action plans, corridor studies, transport infrastructure projects, advocacy activities, community programs, public education, promotional campaigns and event sponsorship. All these activities will be linked back to iGO via its branding.

Learning #2:	*Giving the project a **'brand'** was a clever way to raise the profile and positioning of the project and will assist with its marketing, advocacy and subsequent delivery;*

'IN HOUSE' PRODUCTION

One option for the iGO development process was to engage an external consultant to undertake the entire project including research, stakeholder engagement and report writing.

However, one of the key pieces of guidance provided by Council's strategic project advisor (refer below for further information on the *Strategic Advisor*) were the benefits of Council producing iGO internally for greater control over, and ownership of, project inputs, outputs, outcomes and intellectual property.

Whilst external technical expertise was procured to assist with various aspects of iGO (e.g. public transport research and network demand forecasting and scenario testing), 90 percent of iGO was produced 'in house' using internal Council resources including project management, engineering, planning, report writing, marketing and stakeholder engagement expertise. This will lead to corporate capacity benefits for Council in the future by having staff with the knowledge and expertise to drive its delivery.

> *Learning #3:*   *Undertaking the greater majority (90%) of the **development of iGO 'in house'** (using internal resources) provided greater control over, and ownership of, the project's inputs, outputs, outcomes and intellectual property that will have future corporate capacity benefits for Council in the delivery of iGO.*

PROJECT TEAM

As part of the project's inception, a project team was convened as outlined in Figure 2.

FIGURE 2
PROJECT TEAM
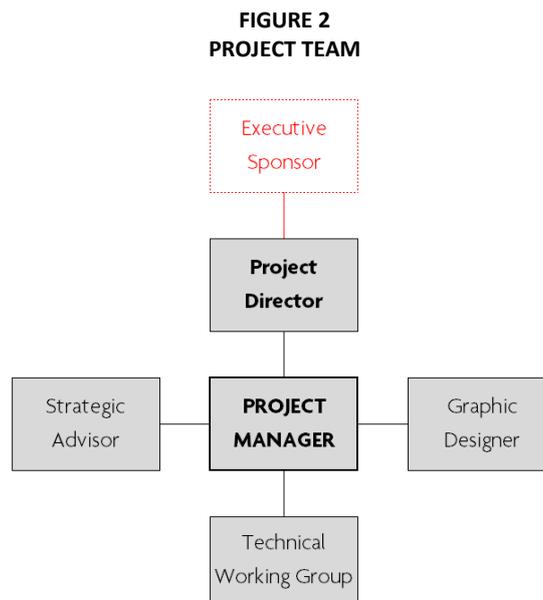
Project Director

The *Project Director* (Council's Principal Transport Planner who operates at the corporate 'team leader' level) initiated the project, led its resourcing, branding, positioning, scoping and scheduling and provided strategic guidance, mentorship and ideas to the Project Manager. The Project Director also ensured project momentum during each development phase of the project. Due to resourcing issues, the Project Director also took on the Project Manager's role in the latter part of the project including author of the iGO document and materials. This allowed the Project Director to gain intelligence of all of iGO's details.

Project Manager

At the 'day to day' operational level, the development of iGO was led and coordinated by a <u>dedicated</u> *Project Manager.* The role of the Project Manager:

- Had a specific position description written for it with a remuneration level reflective of the role having key performance targets and a degree of working autonomously;

- Was resourced as a 'project position' using an existing vacant full time equivalent position;

- Was recruited using Council's protocols (i.e. advertised both internally and externally with a shortlisting and interview process, selection made by a panel and appointment made by an executive manager); and

- Filled by an internal applicant who was seconded to the role on a temporary basis (initially for a period of two years).

Whilst there were a number of quality external applicants that were interviewed for the role, the interview panel made the strategic decision to select an existing Council officer who did not necessarily have the same level of experience and qualifications as the external candidates but had the following attributes that were considered highly desirable for project success:

(1)   A strategic thinker (but also with some technical intelligence);

(2)   Had a liking of the project's subject matter and showed a desire for achieving quality outputs;

(3)   Good inter-personal skills to establish positive working relationships with (and influence) stakeholders;

(4)   Be happy to get down into the minutia of project management (e.g. convening workshops, preparing meeting agendas, presentations and minutes, procuring and managing consultants, raising purchase orders, paying invoices, writing reports and controlling budgets);

(5)   Had some local knowledge (not only geographical familiarity of the city but awareness of current community issues and political affairs); and

(6)   Had experience with the organisation's protocols, systems, governance and corporate structure to "hit the ground running";

Strategic Advisor

The Project Director appointed a *Strategic Advisor* to provide guidance and direction to Council during the project resourcing, inception, scoping and planning phases.

In the role of Strategic Advisor, Council was lucky enough to secure the services of a highly regarded transport planning professional who directed the development of Connecting SEQ 2031 (the Queensland Government transport policy for the region) and strategic transport plans for the local governments of Brisbane and Gold Coast.

He was able to 'open doors' for Council at the Queensland Government's Department of Transport and Main Roads and align iGO's policy focus areas toward regional targets, objectives and outcomes.

The Strategic Advisor also provided guidance on matters relating to governance, reporting, visioning, report structures and stakeholder engagement.   The Strategic Advisor was commissioned for 250 hours of work over a nine month period which equated to about one day a week during the initial stages of the project. The Strategic Advisor worked the majority of his hours from Council's administration office with some document review tasks undertaken at home.   The Project Manager ensured relevant meetings were scheduled on the days the Strategic Advisor was in attendance at the Council office.

Technical Working Group

The development of iGO included the establishment of a <u>small</u> technical working group that consisted of the Project Director, Project Manager and Council staff from the traffic engineering, transport planning, land use planning, environmental management, community development, marketing and stakeholder

engagement professions. The technical working group met formally on several occasions during the iGO development process and were individually called upon by the Project Manager to provide input and review from their respective area of expertise.

Executive Sponsor

Whilst two members of Council's Executive Management Team (EMT) were members of the *iGO Steering Group* (refer to the Governance section over), in hindsight a 'sponsor' at the senior management level would have offered benefits to the overall operation of the Project Team. The sponsor would have established greater levels of communication with the EMT and provided executive ownership of the project and its outcomes. An *Executive Sponsor* will be identified as part of the delivery of iGO.

*With regards to the **Project Team**, the following learnings were taken away:*

Learning #4:	*Establish a project team with not only:*
	*(1) A **'Project Director'** - to lead project resourcing, inception and scoping and provide guidance and mentorship to the Project Manager;*
	But also:
	*(2) An **'Executive Sponsor'** - to ensure senior management ownership of the project and its outcomes;*
Learning #5:	*Appoint a **dedicated** **Project Manager** with a specific position description created for the role and a remuneration level suitable for a role with key performance targets and a degree of working autonomously.*
Learning #6:	*Select a **Project Manager** who has the following attributes:*
	(1) Strategic thinker;
	(2) Liking of the subject matter and thus a desire to achieve quality outputs;
	(3) Able to establish good working relationships with stakeholders;
	(4) Happy to perform 'day to day' operational tasks;
	Preferably:
	(5) Some local knowledge; and
	(6) An understanding of the organisation's processes.
	The role may best be filled by an existing employee within the organisation whom could be seconded into the position for the project duration.
Learning #7:	*Appoint an external **Strategic Advisor** with substantial expertise in the project's subject matter to provide guidance and direction to the Project Manager, particularly during the inception, scoping and project planning phases.*
Learning #8:	*Establish a **small** **Technical Working Group** to obtain input from others areas of expertise within the organisation.*

POLITICAL CHAMPION

As part of the development of iGO, Council was fortuitous to have a Councillor who provided strong and enthusiastic leadership to the project, the Project Director and Project Manager – a *'Political Champion'*.

Whilst not specifically called or known as this title, in hindsight, this is exactly what this person was – a local elected representative who acted as the project 'owner' or 'principal' at the political level.

The iGO Political Champion:

- Is a local Councillor with over 12 years of political experience;

- Is Chairperson of Council's *Infrastructure Committee* (one of seven standing committees that form the key to local government's governance process). In essence, the political leader of Council's infrastructure planning, design and delivery portfolio;

- Acted as Chairperson of the *iGO Steering Group* (refer to the Governance section below);

- Was regularly briefed on the progress of the development of iGO by the Project Manager;

- Had input into project branding and scheduling;

- Was directly involved in both the 'soft' and 'hard' launches of iGO;

- Was Council's 'spokesperson' in media releases and other marketing activities;

- Attended many briefing sessions with the Project Director and Project Manager with external stakeholders;

- Identified and established relationships with external "Project Advocates" (refer to the section below); and

- Is keen to see the outcomes of iGO achieved over the coming decades.

The Political Champion will now provide leadership in the delivery of iGO.

*Learning #9:   Having an enthusiastic **Political Champion** provided project leadership, ownership and momentum at the political level.*

GOVERNANCE

The iGO Governance Structure is outlined in Figure 3. This sets out the framework in which decisions relating to the development iGO were undertaken.

FIGURE 3
iGO GOVERNANCE STRUCTURE
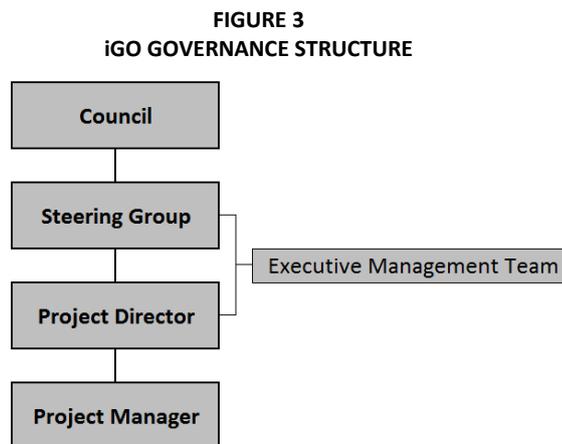
The draft and final iGO document and their contents were approved, and its final outcomes adopted as policy, through Council resolution. As such, the final decision making process for the development of iGO followed Council's formal standing committee governance process as per the Queensland Local Government Act 2009.

During the development of iGO, strategic guidance was provided to the Project Team through the establishment of an *iGO Steering Group*. This included advice and 'sign off' on iGO's vision, objectives, mode share targets, network scenario testing, policy focus areas and key project messages.

The iGO Steering Group:

- Consisted of seven members (approved by Council through resolution):

  - Chairperson of Council's Infrastructure Committee (also Chairperson of the Steering Group and iGO Political Champion);

  - Chairperson of Council's Planning & Development Committee;

  - Chairperson of Council's Environment Conservation Committee;

  - Chief Operating Officer (Infrastructure Services) *

  - City Planner *

  - 2 x Senior Managers from the Queensland Government's Department of Transport & Main Roads (Policy & Planning Branch and Regional Office)

  member of Council's Executive Management Team

- Had a formal charter / terms of reference approved by Council; and

- Met on ten occasions (with the issuing of formal agendas and meeting minutes) during the development of iGO.

The benefits of having a Steering Group for the project were to circumvent having to report all aspects of iGO through Council's standing committee process (whilst still obtaining political input along the way) and to gain Queensland Government 'buy in' to the decision making process.

The iGO Steering Group will continue to be convened to provide direction to Council officers on the delivery and monitoring of iGO.

Learning #10:   *Establishing a **Steering Group**, as part of the project's governance structure, provided direction to the project team and assisted with effective, timely and robust decision making. Membership of the Steering Group was a mix of politicians and senior bureaucrats as well state government representation.*

REPORTING

To ensure all politicians were informed of the project delivery process and were part of the iGO development 'journey', a number of reports were presented to Council through the standing committee governance process. This included:

- Project inception and governance framework;

- Scoping & Issues Paper;

- Ipswich Transport Futures Paper (visioning document);

- Progress Update;

- Draft iGO Document;

- Feedback Log; and

- Final iGO Document

Learning #11:   *Providing **regular reports to Council** (through the standing committee governance process) ensured all politicians are 'kept in the loop' and thus part of the project 'journey'.*

QUEENSLAND GOVERNMENT 'BUY IN'

From the start, the Project Director wanted iGO to be a "plan for Ipswich" – not just a "plan for Ipswich City Council" – that is, taking a "One Network" approach to strategic transport planning to ensure integration.

To achieve this outcome, it was important to obtain some project 'buy in' from the Queensland Government as they are responsible for some of the road network, operate public transport services and provide funding assistance to local governments for road safety and bikeway projects.

This 'buy in' was achieved by aligning iGO with the state's strategic direction provided in such documents as the SEQ Regional Plan and Connecting SEQ 2031 and by including the Queensland Government in the documents actual development.

Council was able to obtain representation from the Queensland Government (through their Department of Transport and Main Roads - TMR) on the iGO Steering Group and establish a point of contact within TMR who coordinated input and single organisational responses back to Council. So the 'One Network' approach was somewhat achieved.

Unfortunately the political colours of the Queensland Government changed in early 2012 (after the development of iGO had just commenced) where short term thinking in a fiscally constrained environment was the policy focus with cuts to public service staff numbers (and thus morale). Any strategic thinking and longer term planning (that is, anything further out than the next election) may have been supported by words by the Queensland Government at the time but never backed up with actions. As such, it was difficult to obtain any substantial 'buy in' from TMR when developing iGO. Whilst they reviewed the draft iGO document and provided good feedback, there was limited interest or energy shown.

With the Queensland Government setting Ipswich population targets in the SEQRP in which land use and infrastructure planning must align, and their transport related aspirations for the region outlined in Connecting SEQ 2031, it is anticipated adequate level of support is provided by the Queensland Government to assist Council in delivering iGO. In particular, supporting its land use / transport integration outcomes (in an updated SEQRP) and with the proper funding of quality public transport services to give commuters a viable travel choice other than just the car.

> *Learning #12:*   *Obtaining project **'buy in' from the relevant State Government agency** (through actions, not just words) ensured it was a strategic transport plan for the city, not just a strategic plan for the organisation.*

STRATEGIC PHASING

A detailed project plan was developed and regularly updated during the development of iGO. The project plan included a schedule that outlined information relating to specific project tasks, meetings, reporting and milestones and their associated timing. The project plan was prepared based on the phasing outlined in Figure 4 (over). Whilst the project plan was adjusted a number of times during the development if iGO, it consistently followed the project phasing.

The project phasing was used by others outside the project team (e.g. Steering Group, TMR, community) to follow the development of iGO and its progress in a simplistic and easy to understand manner. This included using it in project material such as community newsletters, website and reports to Council.

> *Learning #13:*   *Identifying and then consistently following a **strategic phasing** for the project informed the detail project plan / schedule and allowed others outside the project team to follow the development of iGO and its progress in a simplistic manner.*

FIGURE 4
iGO DEVELOPMENT
STRATEGIC PHASING

	PHASE	ELEMENTS	OUTPUT
1	DISCOVERY	resourcing, scheduling, scoping, governance, data gathering, stakeholder identifications, branding	Project Plan Scoping & Issues Paper Marketing & Communications Plan Governance Framework
2	ASPIRATIONS	data gathering, best practice research, benchmarking, visining, establish mode share targets and policy focus areas	Visioning Document 'Soft' Launch Community Newsletter #1 Public Transport Research & Policy Paper
3	DEVELOPMENT	modelling, scenario testing, establish report structure, write report, mapping and graphic design	Draft iGO Document Community Newsletter #2 'Hard' Launch
4	CONSULTATION	printing, distribution, letters, workshops, brief key stakeholders	Feedback Log
5	FINALISATION	finalise document based on feedback, printing	Final iGO Document

SCOPING

As part of the project 'discovery' phase, the scope of iGO was identified and approved by Council. This included details relating to the iGO's context, horizon, modes, issues, challenges and risks. Items that were considered 'out of scope' were identified and documented. Having the scope identified and approved during the project's inception stage was crucial to allow the Project Team to develop iGO with confidence and a high degree of certainty.

One of the key scoping items for the Project Director was that iGO was not to be a "motherhood" document. Some initial views of senior managers were for iGO to be developed in a short period of time and contain simple 'feel good' statements but little substance or commitments. However, the Project Director was keen to steer away from this approach because it was believed that such a motherhood document would never be practically used to inform further planning, policy and investment work - it would simply sit on a shelf and collect dust.

Whilst iGO is a strategic longer term planning document with some high level principles and aspirations, it also contains details on transport opportunities, challenges, policy focus areas, actions and network maps. It outlines where further transport planning and analysis effort is required in coming years and information on how it will be delivered, resourced and monitored. Obviously this approach to scoping iGO made it longer to produce.

iGO is now structured and scoped to ensure all Council's future transport planning activities, operational strategies, policy development and infrastructure projects can be readily linked back to iGO and its outcomes and brand.

Learning #14:	*Identifying the project **scope** (including **out of scope items**) and getting it approved by Council allowed the Project Team to develop iGO with confidence and certainty.*

Learning #15:	*Whilst taking longer to produce, **scoping iGO with some substance and commitments** (not just a 'motherhood' document) produced a practical document that will allow for Council's future budgets, transport planning activities, operational strategies, policy development and infrastructure projects to be readily linked back to iGO and its outcomes and brand.*

HORIZON

The SEQRP has set a population target for Ipswich of 435,000 people by 2031 in which Council's land-use and infrastructure planning is expected to align and subsequently service. Given the population of Ipswich is currently about 190,000, it is considered unlikely that this target will be reached. It would require an annual citywide population increase of 16,000 consistently over the next 15 years which equates to approximately 120 new dwellings being constructed every week across the city. Forecasting indicates this timeframe will require significant, and unsustainable, levels of investment in the transport system to ensure the population's travel demands are met. It is more likely that the population target set for Ipswich will be reached in 2041 or later.

To align with the SEQRP requirements, whilst being realistic in terms of investment levels, iGO's horizon is still based on the 435,000 population target but not the 2031 timeframe. In essence, rather than iGO including a year, it uses population triggers as its timing threshold (i.e. 435,000 with interim populations of 250,000 and 350,000). This outcome still sees iGO outline a level of timing and investment commitment to future actions, programs and projects but also allows a degree of flexibility and resilience to the document and its outcomes.

Learning #16:	*Using a **population target**, rather than a specific timeframe, as iGO's planning **horizon** aligns with Queensland Government regional planning objectives, ensures a level of commitment to actions yet allows some degree of flexibility and resilience to the document and its outcomes.*

BUDGET

The production of iGO cost in the order of $1 million over a four year period. This amount includes human resourcing and operational expenses such as consultants, marketing and printing. For many local authorities, this figure may be considered high. However, this amount ensured the development of a document with substance and high production values and which can be used as an advocacy tool to assist with securing funding from state and federal governments and the private sector. As such, it is seen by Council as an investment rather than a cost.

Learning #17:	***Budget** the development of a strategic planning document depending on its scope and the production values of the outputs.*

Learning #18:	*If to be used as an advocacy tool, funding used to develop a strategic planning document should be seen as an **investment** rather than a cost.*

DURATION

It took nearly four years of strategic planning effort to fully produce iGO from project inception through to publicly releasing the final document. Having never developed an integrated local transport plan before, it was initially thought that iGO would take about two years to prepare. However a number of circumstances arose during the development of iGO that meant the project plan had to be adjusted with milestones pushed out in time. These extensions were either approved by the iGO Steering Group and/or supported by the iGO Steering Group Chair.

These delays related to:

- The project not being allocated sufficient funds in Council's budget in the second year to undertake the demand forecasting and scenario testing tasks, thus pushing them into the next financial year;

- The demand forecasting and scenario testing taking much longer to scope and undertake than expected;

- An extended timeframe to get the mapping and graphic design outputs right;

- Local government elections, and the associated 'care taker' mode, impacting on decision making timeframes;

- A lengthier timeframe required to assess the feedback received and properly produce the final document;

- Some continuity issues when the Project Director took over the coordination of the project during the development phase due to the Project Manager taking up a new position with another organisation.

Given the quality output produced and the positive feedback received on iGO, the learning is to set realistic timeframes for the development of strategic planning documents. This includes not rushing outputs for the sake of meeting ambit deadlines but also ensuring there is project momentum throughout each project phase to get the project over the line (best overseen by the Project Director).

Learning #19:	*When preparing the project plan, **set realistic timeframes** for the development of strategic planning documents. This includes not rushing outputs for the sake of meeting ambit deadlines but with the Project Director ensuring there is momentum throughout each development phase.*

MODELLING

The development of iGO included a transport modelling component which included the development and calibration of a baseline model, demographic forecasting and profiling and the testing of various network, investment, employment and mode share scenarios. This task took up a significant amount of project resources. Whilst modelling and demand forecasting is important to undertake, with some interesting results obtained that allowed the Steering Group to make some informed decisions about mode share targets, in hindsight too much emphasis was put on the modelling task. The data obtained (and then used) did not correlate with the value taken out of the project's time, cost or the frustration caused to the project team. In fact, the modelling task did have an impact on the project's momentum where the Project Team's focus was diverted to modelling inputs and outputs rather than on overall project outcomes. The lesson learnt is that transport modelling is not really suited to a 'citywide' strategic level. Better modelling outcomes will be gained at the area and corridor levels.

Learning #20:	*Whilst important to undertake, **don't put too much emphasis on the transport modelling** tasks when developing a citywide strategic transport plan as it will impact on time and costs and effect project momentum.*

Learning #21:	*Traffic modelling is best suited to be done at an **area or corridor level** rather than the citywide level.*

STAKEHOLDER ENGAGEMENT

As part of the project inception, a *Marketing & Communications Plan* was developed that identified key project stakeholders and the process to be followed in engaging with them. This included:

- 'Soft' public launch (including the release of a newsletter) soon after the commencement of the project to make the community aware of the project and the reasons for doing it, and to seek stakeholder feedback on their aspirations for Ipswich's transport future.

- 'Hard' public launch (including the release of the draft iGO document and a second newsletter) with a four week feedback period.

- Workshops with, and briefings of, key stakeholders including local, Federal and State politicians, community, business, education and transport user groups, media outlets, prominent community members (who could act as project 'advocates') and various branches of TMR.

Feedback received as part of this stakeholder engagement process was used to formulate and finalise iGO.

Learning #22:	*Developing and implementing an approved **Marketing & Communications Plan** provided the project team with the opportunity to position the project with key stakeholders, gain valuable input about community aspirations, obtain the support from potential project advocates and secure positive media relationships.*

PRODUCTION VALUES

The final iGO document is of a high production value with an easy to read structure and quality graphics and printing outputs. The document was structured to include a four page "Fast Facts" section for the casual observer and a ten page "Executive Summary" for people with more interest in the subject matter but not necessarily the time to read the entire technical part of the document.

A free-lance graphic designer was contracted to produce the iGO document including the report layout, graphics, mapping, photos and copywriting. Whilst this task could have been outsourced either to an external company, or to Council's marketing team, the philosophy of producing the majority of iGO 'in house' saw the graphic designer embedded into the Project Team where he worked on a day to day basis throughout his contract period under the direct guidance of the Project Manager and where the free flow of ideas and adjustments could be made in a creative and timely manner. This resulted in the graphic designer having ownership of the project and its quality outputs and production values.

Learning #23:	*Structuring the iGO document with a (1) Fast Facts; (2) Executive Summary (3) Technical sections allowed it be **accessible and easily comprehended** by the various target audiences.*

Learning #24:	*Embedding a **graphic designer** into the project team during part of the iGO development process ensured the free flow of creative ideas and high production values.*

PURPOSE & LEADERSHIP

The finalisation of iGO is the culmination of four years of strategic planning effort by Ipswich City Council and the end product is Council's master plan for the city's transport future. However, the initiation and development of this key strategic document was not without issues. There was some negativity to address and some resourcing barriers to overcome. This included issues with its scoping, governance and budget.

There were two factors that ensured the project did not stall, go too far 'off the rails' or was dropped completely. These were the project's purpose and strong leadership. While individuals such as the Project Director and Political Champion all brought drive, experience and passion to the project it was the project purpose that kept the project on track and focussed. Having a clear, well define and understood purpose is where strength could be drawn from. That is, strength comes from the purpose and not just the individuals.

Whilst strength come from the purpose, strong leadership from key individuals was also critical to project success. Knowing and believing that they were 'doing the right thing' and 'sticking to your guns' in sometime difficult circumstances require strong leadership.

Learning #25:	*Having a clear well defined and understood project **purpose** is where individuals can draw their strength from.*

Learning #26:	*Demonstrating strong leadership by knowing and believing that you are **doing the right thing** and 'sticking to your guns' is critical to eventual project success.*

Conclusion

The development of iGO is considered a major accomplishment at both the political and bureaucratic levels. However the true measure of its success will be in its implementation over the coming years.

This paper outlines the lessons learnt when producing a citywide transport plan that can be used by others when developing a strategic planning document for a public sector organisation.