

Redland City Council

Cleveland CBD Revitalisation Work Plan Status Report November 2013

The key tasks of the Cleveland CBD Revitalisation Work Plan have been divided into the following four work programs:

- A. Master Plan Implementation – short term actions
- B. Management of Cleveland CBD Development Incentives Program
- C. Economic Analysis incorporating Council land investigations and Council land requirements
- D. Project Management and Governance

Responsibilities are assigned to key tasks, abbreviations as follows.

Who (Key)			Priority
Chief Executive Officer (CEO)	Community and Cultural Services (CCS)	Property Service (PS)	Low (L) Medium (M) High (H)
Chief Financial Officer (CFO)	Community and Customer Services (CCSe)		
City Infrastructure (CI)	Executive Leadership Group (ELG)		
City Planning and Assessment (CPA)	General Counsel (GC)		
City Spaces (CS)	Major Projects PDA (MPPDA)		
Communications (COMMS)	Organisational Services (OS)		



Progressing well meeting objectives, on budget on time



Progressing but requires constant monitoring



Caution not meeting planned objectives, budget or time.

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Current events

The following events and facilities are currently held within or are in close proximity to the Cleveland CBD. As part of the Cleveland CBD revitalisation project there is scope to consider how Council can assist with attracting more people to these events and encouraging the use of these facilities.

• Cleveland markets	• Redlands Track Park
• Redlands Performing Arts Centre	• Sporting Events - Raby Bay Triathlons, Koala Fun Run
• Redlands Art Gallery	• Mayor's Christmas Carols Night.
• Cleveland Show Grounds	• Library and gallery programs
• Cleveland Swimming Pool	• Raby Bay Twilight Markets
• IGNITE Strategy – June 2013	• Cleveland Buzz












A breakdown of each program is provided below detailing the activities, tasks, responsibilities, timeframes, priorities and cost estimates

A) Master Plan Implementation - short term actions

Task	Who	Timing	Priority	Other	\$000's	Status
1. Building on work undertaken in both the Cleveland CBD Master Plan and Landscape Strategy documents conduct more detailed "ground truthed" appreciation of streetscape conditions for the centre and implement a staged improvement strategy						
1.1 Asset determination to inform streetscape upgrade program, and maintain consistent standard of design works.	CS	14/15	M		\$-	
1.2 Audit of playground (completed). Full survey currently being conducted to consider the relocation of sculptures from Middle street to link library square area.	CS	12/13	M		\$-	
1.3 Remove voids and dead spots in the streetscape.			M		\$-	
1.4 Re-establishing a visual link between the library square and harbour.	CS		M		\$10	



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	Task	Who	Timing	Priority	Other	\$000's	Status
2. Enhancements							
	2.1 Implement actions and initiatives aimed at increasing the number of people visiting the Cleveland CBD. Actions to be considered include free Wi-Fi proposal within the library square area (already subject to separate project bid), painting program for private buildings, activation of vacant shopfronts, etc.	CCS		H		\$35	
	2.2 Establishment of a pedestrian linkage between CBD and RPAC. Long term planning required to signalise this intersection and be included in the 10 Year Capex	CI		L		\$-	
3. Current Maintenance Works Scheduled for the CBD Centre							
	3.1 Woolworths Car Park reseal. Road paving potentially requiring resealing in the near future to address paving failure. Any work proposed to be undertaken will need to be coordinated with the Property Services and Legal Groups to ensure that pending negotiations for sale of these lands is being considered. (Woolworths car park estimate is \$300,000, Wynyard Street Carpark \$150,000)	PS CI GC		H		\$- \$-	 
4. Street Activation							
	4.1 Activation of Council buildings at street level e.g. Library Building.	CCS		M		\$-	
	4.2 Investigate opportunities for the establishment of a street vendors program. Linked to commercial use of public open space project.	CCS		H		\$-	
	4.3 RPAC activation – built environment at RPAC	CCS					
	4.4 Investigation of night-time activities in the CBD. Empowerment of local businesses to drive investment in the CBD.	CCS					
	4.5 Investigate potential for Events Incentives package. Development of a standardised event management process	CCS					
	4.6 Night time activation for events in CBD	CCS					
5. Cleveland CBD Masterplan Precinct Identification							
	5.1 Explore the development and adoption of a distinctive materials and planting palette to distinguish the different character areas in the centre (Review and Update the Cleveland Streetscape Design Manual)	CS		M		\$-	

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6. Develop a long-term action plan							
	6.1 Review the implementation strategy in the Cleveland Master Plan, examining short, medium and long-term implementation plans	CPA	12/13	H		\$-	
	6.2 Pedestrian/connectivity movement plan						
					Sub-Total	\$45	

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





B) Management of Cleveland CBD Development Incentives Program

		Who	Timing	Priority	Other	\$000's	Status
1. Implementation and management of Cleveland CBD Development Incentives Program							
	1.1 Finalisation, adoption and implementation of administration aspects and rules regarding the operation of the incentives program (i.e. business rules, administration procedures, administration of fee and charge concessions including rating and utility charge concessions). (\$1.5m in infrastructure concessions)	CPA CFO	12/13	H		\$-	
	1.2 Development incentives coordinator to assist and work with interested parties and applicants in determining eligibility for the program and progressing eligible applications. Development incentives coordinator to be point of contact for developers lodging applications for incentives. 1.2 Adam Webb incentives Coordinator	CPA	12/13	H		\$-	
	1.3 Development advocate to promote Cleveland CBD revitalisation program and to engage with business community and potential investors.	CPA	12/13	H		\$-	
Sub-Total						\$-	

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C) Economic Analysis incorporating Council land investigations and requirements

Task	Who	Timing	Priority	Other	\$000's	Status
1. Existing landowner negotiations						
1.1 Continuing ongoing negotiations with specific landholders regarding development opportunities.	GC PS	12/13	M		\$-	
2. Due diligence on existing council land holdings						
2.1 Undertake investigations into all Council owned lands to determine any constraints.	GC PS	12/13	M		\$20	
3. Strategic Council Accommodation Review						
3.1 Review of Council office and library requirements in terms of location, size, configuration and preferred ownership arrangements.	CPA CCS	12/13	M		\$30	
4. Strategic Car Movement and Parking Review						
4.1 Undertake a review of 2006 strategic car parking review to determine number of off road public car parks required to be provided, preferred location and viable financial options for delivery.	CI	12/13	H		\$20	
5. Cleveland revitalisation strategy						
5.1 Economic Baseline 5.1.1 Project initiation 5.1.2 Current land use and business assessment 5.1.3 Identify Issues and opportunities ("Sit down" discussions with local developers e.g. viable heights, density, yield, requirements for mixed use)	CPA	12/13	H	Cleveland Commercial Investment Attraction Study	\$15	
5.2 Role and function of CBD 5.2.1 Assessment of current role and function of CBD, incorporate role of RPAC and ability to action over long term 5.2.2 SWOT analysis 5.2.3 Future role and function	CPA	12/13	H		\$10	
5.3 Revitalisation Strategy 5.3.1 Centre investor analysis 5.3.2 Revitalisation strategy best practice	CPA	12/13	H		\$20	

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	5.3.3 Strategy formulation (attract investment suitable to Cleveland. Differing height arrangements for CBD as part of analysis and 3A amendment process) 5.3.4 Shortlist Catalytic projects						
	5.4 Implementation 5.4.1 Implementation plan structure 5.4.2 Catalyst Project Plans 5.4.3 Action Plan 5.4.4 Report	CPA	12/13	H		\$15	
6. Potential land acquisitions for town centre development							
	6.1 Develop a town square as a key piece of public realm, fronting onto Bloomfield Street to provide a new civic and public heart for the centre.	CPA PS	15/16	L	Strategic Property Matters	\$-	
7. Opportunity around TOD at Cleveland Rail Station							
	7.1 Advocate with state government to develop TOD at Cleveland rail station. 7.2 Collaborate with Moreton Regional Council on TOD issues in their Council	CPA	15/16	L		\$-	 
Sub-Total						\$130	

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D) Project Management and Governance

Task	Who	Timing	Priority	Other	\$000's	Status
1. Economic Development Act and Priority Development Areas						
1.1 Nomination for Priority Development Areas	MPPDA	12/13	H		\$-	
1.2 Workshop with EDQ board regarding PDA nominations. Opportunity to discuss PDA nominations and put forward Council's preferred arrangements regarding responsibilities and delegations for declared PDA's. This includes preference for establishment of Local Representative Committees for PDA's, membership of committees and scope of delegations.	MPPDA CPA	12/13	H		\$-	
1.3 Management of Local Representative Committees that may be established by the MEDQ for declared PD	MPPDA	12/13	High		\$-	
2. Cleveland Revitalisation Committee						
2.1 Management of the Cleveland Revitalisation committee and Determination of workshop agendas. Key tasks include <ul style="list-style-type: none"> Preparation of agendas Liaison with portfolio councillor Committee delegation management 	OS CCSe	12/13	High		\$-	
3. Project Management						
3.1 Preparation of detailed project plan and project management and coordination for specific activities within Cleveland CBD Revitalisation work program areas.	MPPDA	12/13	High		\$-	
4. Budget Coordination						
4.1 Ensure annual council budgets are coordinated and support the delivery of the Cleveland CBD Revitalisation in accordance with this work program	CEO ELG	12/13	High		\$-	

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	Task	Who	Timing	Priority	Other	\$000's	Status
5. Communication and Marketing							
	5.1 Preparation of detailed communication strategy to engage with business community and potential investors. Key elements to include: <ul style="list-style-type: none"> Marketing strategy - long term communications program marketing the Cleveland CBD, the master plan, precincts within the CBD and the incentives program Communications package to landowners located within the CBD area Preparation of media releases Coordination with EDQ as part of Cleveland PDA process 	COMMS	12/15	H	Communications and marketing to support Cleveland CBD Revitalisation and Incentives Program	\$75	
	5.2 Engagement with state government, local business community, potential investors and developers.	COMMS CPA	12/15	High		\$-	
					Sub-Total	\$75,000	
					TOTAL	\$250,000	