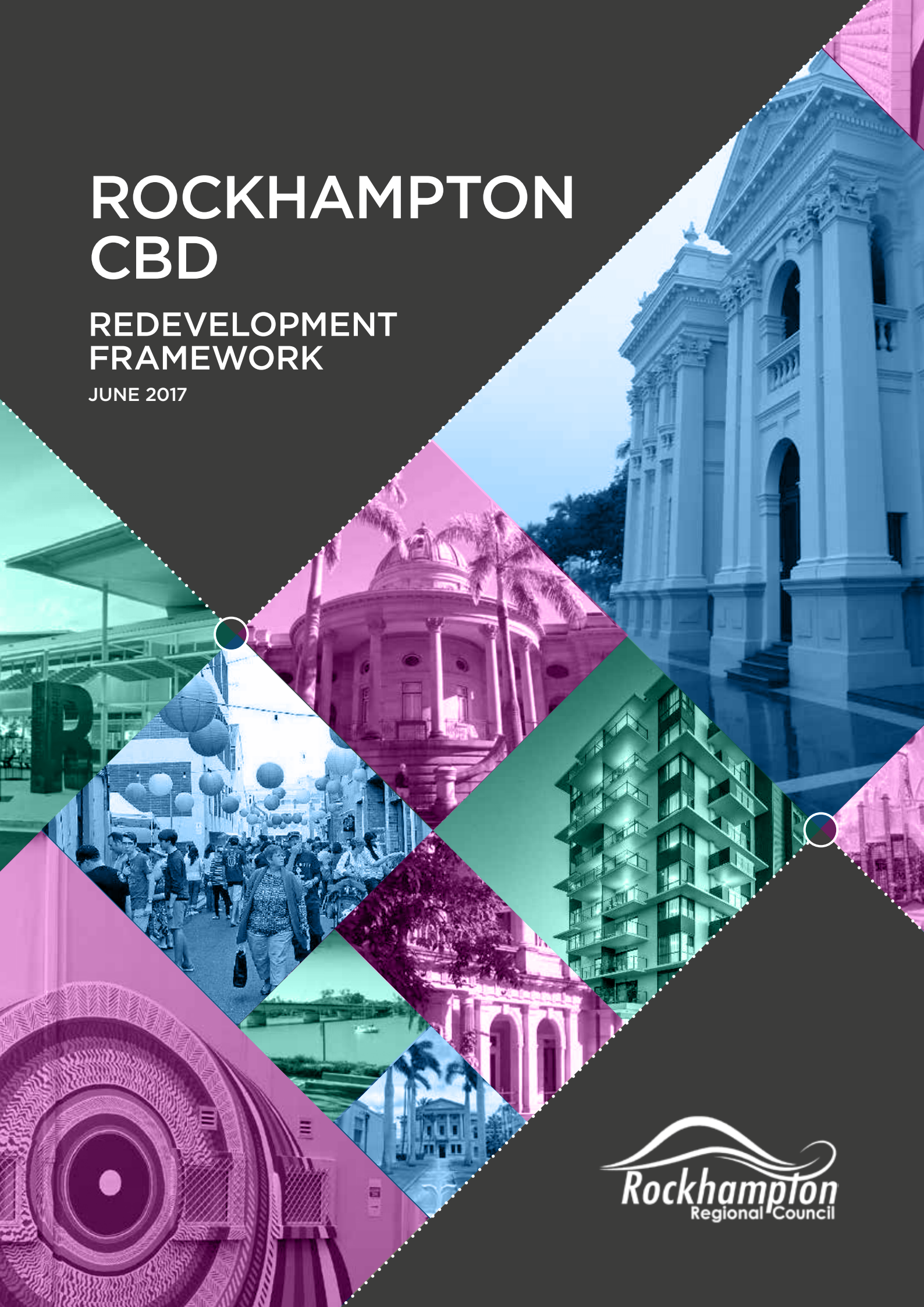


ROCKHAMPTON CBD

REDEVELOPMENT FRAMEWORK

JUNE 2017



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FOREWORD



This CBD Redevelopment Framework has been created to deliver a 20-year vision with strategic, long term directions for economic, community and cultural development. It is the product of years of research, study and importantly, collaboration with the community starting in 2014.

This partnership has resulted in a plan to activate our city heart by bringing our iconic history to life, encouraging mixed use development and attracting a dynamic mix of businesses to stimulate growth, jobs and vibrancy.

In July 2016 we initiated the CBD Reference Stakeholder group made up of business and property owners who have joined Council in its concerted efforts to advance the CBD. As the framework evolves and grows, this group will be Council's first point of reference to discuss the strategies and projects.

We are living in an increasingly urban age, where investment and change is driven by the innovation and success of an area's CBD.

This document looks at the CBD frame, CBD centre and the CBD heart. The 'heart' is our main area of focus and is defined by the four urban blocks bordered by William, East, Fitzroy and Quay Streets. Within these four blocks we face some of the most significant challenges, yet at the same time a world of untapped opportunities that, if realised, would make our city heart a thriving place for business.

While the projects within this Framework won't happen overnight, they have been designed to provide a structure for how we can begin to build a successful CBD. It also shows our commitment to new investors and those already by our side working towards the revitalisation.

We have put our best efforts into creating this 20 year vision which demonstrates the key elements of a successful urban design. Enhancing our heritage streetscape, activating laneways, encouraging residential living and creating open market spaces and a cultural precinct are some of the catalyst projects that will contribute to this transformation.

We present these ideas for your consideration during this public consultation period to capture your imagination as part of our ongoing commitment to work with the community on this project.

I am extremely passionate and dedicated to the future of our CBD and I encourage everyone to join us as we use our collective vision to build one great city heart.

Margaret Strelow
Mayor of Rockhampton





INTRODUCTION

The CBD Redevelopment Framework is a 20 Year Vision that establishes the priorities and focused direction for the future use and redevelopment of Rockhampton's central business district.

This document provides the overarching redevelopment vision and strategic direction for the revitalisation of the CBD of Rockhampton. This report supports and draws on material from a range of policies and initiatives prepared by Rockhampton Regional Council that have a direct connection to the CBD.

The CBD Redevelopment Framework provides the rigour and structure around the activities that will, over the next 20 years, transform the centre of Rockhampton city.

The framework contains strategic, long term directions for economic, community and cultural development and increased residential living options as well as a prioritised list of projects which will deliver for the local community and stakeholders.

This document should be used to inform all major redevelopment decisions within the CBD.

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HOW THIS DOCUMENT RELATES TO OTHER PLANS

The CBD Redevelopment Framework is closely related to other key Council corporate and operational plans and strategies as described in the diagram below.

The CBD Redevelopment Framework pulls together all of the relevant components from a wide range of parallel studies and strands to coordinate these into a singular vision and message that focuses squarely on revitalisation of the CBD.

OVERARCHING PLANS



Corporate Plan



Operational Plan



Community Plan (underway)

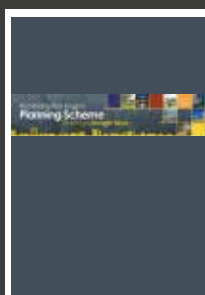


THIS REPORT

CBD Redevelopment Framework



Economic Action Plan 2016-2020

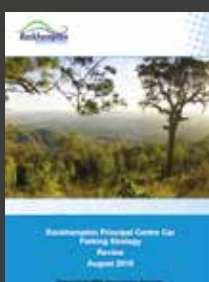


Planning Scheme



Sports, Parks, Active Recreation + Community Strategy (underway)

RELATED STRATEGIES AND STUDIES



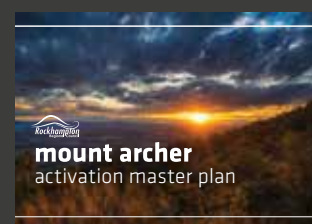
Rockhampton Principal Centre — Car Parking Strategy Review



Rockhampton Region The Smart Way Forward



Economic Development Strategy Summary Report



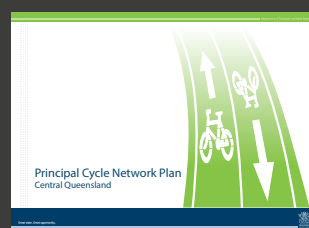
Mount Archer Activation Master Plan



CBD Streetscape Design Manual



Rockhampton Recreational Fishing Development Strategy



Principal Cycle Network Plan — Central Queensland



Planning Studies + Associated Documents



PART 1 CBD CONTEXT



SETTING THE SCENE

The community, business and Council all have strong opinions and ambitions for the future of the CBD, how it should look and function. In line with this, the Rockhampton CBD Redevelopment Framework has been underpinned by a robust program of engagement that has drawn on all of these voices to inform the strategy and build a platform for ongoing collaboration and partnerships at all levels.

LISTENING TO THE COMMUNITY

Discussions with the community and users on a future vision and aspirations for the Rockhampton CBD have been conducted by Council since 2014, including the following focused discussions:

- The **CBD Revitalisation Survey (2014)** determined the community's concerns and priorities for the CBD. Over 700 residents participated and their views have informed this document and approach to engaging with local residents and businesses in the CBD.
- An online survey and series of postcards called "**Re-imagine the Rockhampton CBD**" (August, 2016) invited interested people and organisations to submit ideas for a CBD of the future. Over 300 responses were received and these have shaped the change making projects proposed for the city centre.
- In August 2016, an artist captured live feedback from participants on their shared community vision for the CBD. The artwork generated has been used to create interest in the revitalisation of the CBD and generate discussion with people who may not usually participate in traditional 'consultation' activities.

LISTENING TO BUSINESSES + PROPERTY OWNERS

At the heart of the Rockhampton CBD is its network of business and property owners. In July 2016, Council ran an Expression of Interest process to attract business owners and operators to be part of the revitalisation of the CBD. A new group, known as the **CBD External Stakeholder Reference Group**, has met several times since commencing in July 2016, and has participated in discussion on:

- Launch of the Redevelopment Framework (July, 2016) including a presentation on the economic drivers and conditions in Rockhampton and the role of the CBD;
- The Mayor's vision for the CBD including the critical role the Fitzroy Riverfront will make in bringing back residents and visitors to the CBD (September 2016);
- Implementation of Council programs such as the CBD Façade Improvement Scheme;
- This group will be a first point of reference for substantial strategies and projects; and
- A general array of views and ideas about how to advance the potential of the CBD.

LISTENING TO POTENTIAL PARTNERS

The revitalisation of the CBD is not going to happen through Council's efforts alone. Working in on-going collaboration and partnership with relevant government agencies and departments will be critical to the future success of redevelopment efforts. In line with this, discussions have been held with key stakeholders across the Queensland Government as well as large employers such as Central Queensland University. These discussions are on-going, particularly in relation to securing funding and other in-kind support to advance key projects in the CBD Redevelopment Framework.

LISTENING TO COUNCIL

Councillors and members of the Council's Executive Leadership Team participated in two workshops to ensure the project identified and met local challenges and opportunities:

- Session One (June 2016) — a draft vision and direction for the CBD redevelopment was presented and a series of mapping exercises with the group was held to determine key areas of opportunity and potential projects.
- Session Two (October 2016) councillors were updated on progress, potential strategies and sub-strategies were presented to the group and change making projects were identified and refined.

Critical to the comprehensive nature of the CBD Redevelopment Framework was a series of working sessions with selected staff from across Council program areas, from traffic and transport, strategic planning, economic and community development, culture and libraries, sport and recreation, and parks and gardens. In these working sessions, the Project Team explored options for new thinking and approaches, as well as identifying what worked well and should be retained.



WHAT HAVE WE HEARD?

KEY THEMES THAT HAVE EMERGED THROUGH THE CONVERSATIONS

THE COMMUNITY

8.5/10

On a scale of 1 – 10 the community considered the importance of revitalising the CBD to make Rockhampton a more exciting place to live, work and visit as an 8.5.



Restaurants and dining, entertainment and recreation and Arts and Culture were ranked as the highest contributors in influencing positive change in the CBD.

"The CBD should be thriving, vibrant, a place to socialise, a variety of businesses and café's, restaurants and markets."

The response from the community when asked what should be different about the CBD in 15 years.



BUSINESS + PROPERTY OWNERS

Need to focus on changing public perceptions by marketing a new revitalisation concept for Rockhampton and the CBD.

Encouraging more activity in the CBD through cafés, live music, festivals and events

THE BUSINESS SECTOR ARE OPEN TO WORKING IN COLLABORATION AND IN PARTNERSHIP WITH COUNCIL AND OTHERS.

Integrating parking and transport considerations into designs. Businesses need to be convinced that changes to car parking arrangements are required, and will deliver improved trading performance or value.

Using laneways and corridors to connect all parts of the CBD



WE NEED TO LEVERAGE CONCEPTS AND INITIATIVES THAT HAVE WORKED WELL IN OTHER AUSTRALIAN CITIES

Making good use of planting and landscaping to enhance streets and create places people want to visit.

COUNCIL

Focus on places and issues where Council can affect the most change and attract funding and support from Australian and Queensland Governments.

PROMOTE APPROACHES WHICH TAKE ADVANTAGE OF THE CITY'S NATURAL, BUILT AND HUMAN ASSETS



Ensure investment in the CBD delivers economic and community returns to residents and businesses in the Rockhampton Region.

Build on the success of Council's existing policies and programs.

Ensure internal structures and resources align with the CBD Redevelopment Framework Project outcomes. Council staff would welcome more cross-program project teams to make effective use of resources, and ensure community and businesses receive 'best value' services in the CBD.

THE IMPORTANCE OF CBDs GLOBAL + NATIONAL TRENDS

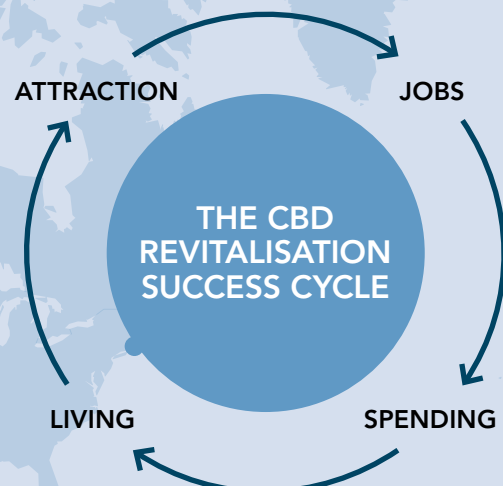
We live in the urban age. Cities are by far and away the most significant focus for investment, policy, research and change. This is because not only do the majority of the world's population live in cities and they are the most significant contributor to global GDP. They are also our greatest opportunity to redress environmental and social issues at a meaningful scale.

The focus of cities is on their city centres. Without a healthy CBD the balance of the city cannot perform effectively. Capital deployed toward the quality and competitiveness of a CBD yields significantly greater returns than that same amount spent in fringe and suburban locations. This is not to say that the communities surrounding our centres are not important, but rather that the health and vibrancy of a city, its attractiveness to investment and tourism, and its regional importance, start in its centre, not its edges.

Today on a global scale CBDs are experiencing a renaissance and renewed effort towards revitalisation aimed at attracting new industries, activities and residents.

Globally there is a greater appreciation for urban environments and the important social, cultural and economic attributes that they bring to the lives of residents and visitors.

In this context, this strategy seeks to define a framework for investment and change in Rockhampton's fine CBD. This is aimed squarely at accelerating the city's wider economic potential. To create a city that dominates the cultural, economic and innovation sectors of the region whilst retaining its enviable heritage fabric and relaxed, high quality lifestyle.



CASE STUDY

INTERNATIONAL BENCHMARK — GLASGOW, SCOTLAND

Glasgow began the reinvestment and re-prioritisation of its CBD in the 1990s. The centre of the city was tired and under utilised. Council set in place a strategy in the 90s to change this with a focus on transport, reintroduction of education, environmental improvements such as cleaning buildings, landscaping and developing parks and play areas, the creation of 10,000 new dwellings and redevelopment of under performing blocks.

Glasgow has also managed to promote and grow shopping in the CBD and avoiding out-of-town centres.

It has taken 25 years of focused effort but Glasgow is now recognised as a leader in showing that economic and physical renewal and revitalisation can be achieved.



NATIONAL BENCHMARK — TRANSFORMATION OF MELBOURNE CBD

In 1985, the City of Melbourne prepared their Strategy Plan to revitalise the central business district. Their vision was to create a "24 hour City that looks and feels like Melbourne". In 1982 there were only 200 dwellings in the CBD. The core was desolate and empty outside of weekday business hours. It was felt to be unsafe and cars dominated the streets. Through a range of initiatives like Postcode 3000, and focused investment in the public realm and curation and managing of spaces Melbourne CBD has reinvented itself and now is home to over 30,000 dwellings, 2,000 food & beverage outlets, and 2,500 retail establishments.

It has taken almost 30 years but the transformation of Melbourne's CBD is a remarkable accomplishment and has ranked it as one of the world's most liveable CBDs over the last five years.



3311% INCREASE
in CBD living (1982 and 2002)



830% INCREASE
in residents (1992–2002)



71% MORE
public space on streets
(1994–2004)



275% MORE
cafés and restaurants
(1993–2004)



DOUBLING
of pedestrian traffic

TRENDS + BENCHMARKS

The most successful, dynamic and inviting CBDs around the world share a range of common traits that provide valuable benchmarks and lessons that should inform revitalisation efforts. The ten success factors below represent international learnings that have been applied to the Rockhampton CBD as part of the Redevelopment Framework and used to assess the merits of proposed projects.

1 CLEAR CIVIC HEART

The most successful CBDs have a focal point or a range of people focused places that form the civic heart of the city. These spaces can often be described as a place to meet and gather — a place where the community intuitively comes together.

2 PROXIMITY TO AMENITY

Providing not only high quality but well located amenity such as greenery, parks, spaces and events in the CBD drives increased visitation, attraction and desire to live and stay.

3 SOMETHING FOR EVERYONE

Successful CBDs around the world provide for all demographics and walks of life opportunity for recreation, attraction, retail, employment, education, events, culture and community.

4 LEVERAGE EXISTING ASSETS

Making the most of what you already have in terms of infrastructure, natural and built assets is a benchmark of the best cities and their CBDs.

5 UNIFIED GOVERNANCE

Having all levels of government working towards a shared vision and objectives drives focused decision making and delivers the best outcomes.

6 ECONOMIC VIABILITY + READY FOR BUSINESS

High performing CBDs can accommodate a range of business types generating employment and investment.

7 CRITICAL MASS + DIVERSITY OF OFFER

Those cities that concentrate a mix of activity into a central and focused area see the greatest ability to draw people in to them.

8 HIGHLY ACCESSIBLE

Being able to access and move around a CBD is a key measure of how well they perform. Having good public transport, roadways, airports, cycleways and walking paths and networks are important building blocks of the creation of great CBDs.

9 RESIDENTIAL LIVING + HOUSING OPTIONS

Dynamic city centres always have a resident population living within them. Successful CBDs deliver a range of housing options for their population which drives safety, sense of pride and 24/7 activation.

10 ACTIVE + ATTRACTIVE HIGH QUALITY PUBLIC REALM

High quality spaces and public realm contribute to the image of a CBD. Green and shady streets, attractive parks and plazas, a sense of enclosure and comfort are all features of high functioning CBDs.

**CENTRAL BUSINESS DISTRICTS
CAPTURE THE ESSENCE OF THE
ASPIRATIONS, BRAND AND IMAGE
OF THE CITY AND REGION.**

THE REGIONAL PICTURE

The evolution of capital markets into sophisticated investment and transaction vehicles has placed greater emphasis on return on investment and the evidence to support such investment. Increasingly metropolitan and non-metropolitan regions in Australia compete for private and public investment. There has never been a greater need to support business cases for investment with evidence of economic, social, and environmental returns.

Consequently, Rockhampton competes for State and Federal Government funding for infrastructure that can act as catalysts to even greater private sector investment. There is also pressure on the Rockhampton Regional Council to optimise the efficiency of its own investment to facilitate private sector investment and provide the greatest economic, social, and environmental return for its residents.

CBDs ARE THE 'FRONT DOORS' FOR BUSINESS AND GOVERNMENT. PERCEPTIONS OF THE REGION ARE INFLUENCED BY CONDITIONS PREVAILING WITHIN THE CBD.

Rockhampton CBD is no different in this context and is in direct competition with other regional Queensland centres such as Townsville, Mackay, Toowoomba, and Gladstone.

Key measures of the strength of a CBD or major centre include the relative scale of its resident population, workforce, visitor levels, investment levels, pedestrian accessibility, and socio-economic advantages and disadvantages. Rockhampton compares favourably on some of these factors and less so on others. It rates highly in terms of the relative number of workers in its CBD and its Walkscore (accessibility to services, transport, and points of interest). It rates comparably well with the proportion of Day Visitors and Overnight Visitors to the CBD area. Factors where it is comparably weak include the proportion of its regional population that live in the CBD and the per head investment occurring in the CBD. Its greatest area of comparable weakness is its SEIFA ranking which relates to the CBD's relative socio-economic advantage and disadvantage rank in comparison to all areas across Australia.

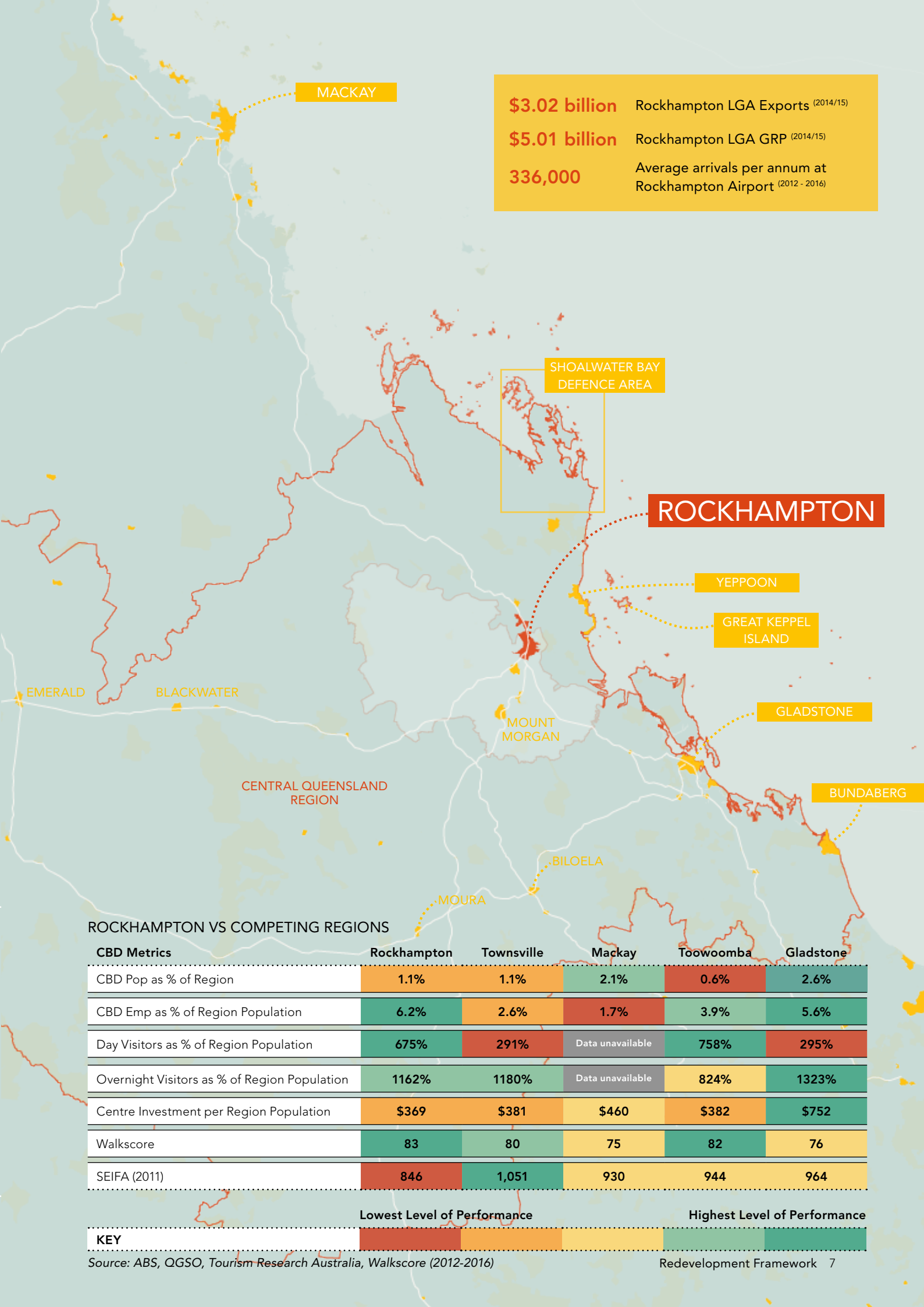
CASE STUDY

REGIONAL BENCHMARK — NEWCASTLE, NSW

In 1992, when the Federal Government's Building Better Cities was conceived, Newcastle, the capital of the Hunter Region had been experiencing a steady decline in the number of people that lived, worked and played in the centre. The leaders and community recognised that the 50 hectares of redundant rail and port related waterfront lands were a significant opportunity to revitalise and create a new energy for the CBD. The subsequent Honeysuckle Urban Renewal Project focused on six key areas: economic, social, environmental, transport, stakeholder and financial.

The renewal efforts over the last 20 years have had broad impacts resulting in the creation of 4,800 direct and indirect jobs and an economic impact of approximately \$1.335 billion. Federal funding initially sparked the changes but since that time private sector investment has also increased. Newcastle now continues to work on other city centre issues to build on the momentum from this renewal effort.





\$3.02 billion Rockhampton LGA Exports (2014/15)
\$5.01 billion Rockhampton LGA GRP (2014/15)
336,000 Average arrivals per annum at Rockhampton Airport (2012 - 2016)

ROCKHAMPTON

ROCKHAMPTON VS COMPETING REGIONS

CBD Metrics	Rockhampton	Townsville	Mackay	Toowoomba	Gladstone
CBD Pop as % of Region	1.1%	1.1%	2.1%	0.6%	2.6%
CBD Emp as % of Region Population	6.2%	2.6%	1.7%	3.9%	5.6%
Day Visitors as % of Region Population	675%	291%	Data unavailable	758%	295%
Overnight Visitors as % of Region Population	1162%	1180%	Data unavailable	824%	1323%
Centre Investment per Region Population	\$369	\$381	\$460	\$382	\$752
Walkscore	83	80	75	82	76
SEIFA (2011)	846	1,051	930	944	964

Lowest Level of Performance

Highest Level of Performance

KEY

Source: ABS, QGSO, Tourism Research Australia, Walkscore (2012-2016)

Redevelopment Framework 7

THE ROCKHAMPTON CONTEXT

The Rockhampton CBD is recognised as a Principal Centre and the highest order centre in the region under the Rockhampton Region Planning Scheme. It provides regional level services for Government, Health, Retail, Commerce and Business Administration, and the Judiciary. Its regional service gaps are in Tertiary Education, Culture and Entertainment, Residential Accommodation, and Public Transport.

One of the Rockhampton region's great assets which benefits the CBD is its transport accessibility. In proximity to the CBD is the airport, capable of accommodating long haul aircraft. Rockhampton is serviced by the national rail line, intra-state bus lines, and is at the junction of four major highways linking the CBD and region to Queensland's north, south, west, and south west.

Important physical assets that define the city that are regionally significant and contribute to visitation, employment and resident pride include the Fitzroy River, Mount Archer, Rockhampton Zoo and Botanical Garden, the Rockhampton Hospital and Central Queensland University which is Queensland's first dual sector university. Substantial open space amenity provides ample opportunities for events as

well as sports and recreation. The key spaces that cater for these types of activities include Victoria Park, the Rockhampton Showgrounds, Kershaw Gardens, Callaghan Park Racecourse and the river-front. Mount Archer provides a majestic backdrop and is a key defining feature.

Other competitive attributes that relate specifically to the Rockhampton CBD include its extensive heritage buildings and their stories, digital strategy including strong internet connectivity, and a well designed grid-like street pattern with a number of interesting urban laneways that offer an opportunity for discovery. These are important building blocks for the redevelopment and revitalisation of the Rockhampton CBD.

CASE STUDY

PHYSICAL CHANGE STARTS WITH CULTURAL CHANGE — ANOTHER LESSON FROM MELBOURNE

In 80s, the Melbourne City Council team was dominated by traffic engineers and the result was a city centre dominated by vehicles. Having produced their 1985 Strategy for the revitalisation of the CBD, Councillors voted to establish an Urban Design Sub-Committee and employed a single individual to run the committee. All plans and proposals for changes to any element of the city centre were reviewed by the Sub-Committee and assessed on the basis of good urban design outcomes. Changes that could not deliver on the objectives of the strategy could not progress or be approved with implications on future budget allocations. The result was a cultural change that occurred virtually overnight in the organisation. The Sub-Committee was disbanded after less than two years but the role of Director of City Design was embedded and continues to exist, driving the performance of the city through design-led, place management and curated response.

"IT'S ONE THING TO HAVE A STRATEGY IN PLACE BUT IT'S ANOTHER THING TO CHANGE THE CULTURE OF AN ORGANISATION TO ENSURE IT IS DELIVERED."

Rob Adam, Director of City Design,
Melbourne City Council



2.8% of the CBD is made up of green open space

ONLY 1.1% OF JOURNEYS TO WORK WITHIN THE ROCKHAMPTON REGION ARE BY BIKE



THE CBD CONTEXT — FOCUS FOR REDEVELOPMENT

The CBD redevelopment framework considers the wider context of the Rockhampton Central Business District area looking at the CBD Frame, CBD Centre and the CBD Heart — the latter being the area of most concentrated effort and energy.

The CBD of Rockhampton contains important physical, cultural and social amenities critical in defining the DNA or “sense of place” that is highly valuable not only for residents but also for visitors. The CBD offers unique opportunities for economic activity, innovation and a specialised role for the regional economy.

The CBD redevelopment framework area is reflected in Figure 1.1 and is based on the mixed use, commercial and higher density living areas of the city centre.

For the purposes of the Rockhampton CBD Redevelopment Framework it has been recognised that, in order to achieve the greatest benefits, initial efforts and investment should be a concentrated effort. This focus will drive momentum and generate traction around tangible change.

That is not to say that investment will only occur in one area of the CBD, but the zone of most focus has been defined as the CBD Heart. This area is a compact zone made up of four urban blocks located immediately adjacent to the river-front and leverages off the substantial investment and amenity in the river side precinct and Quay Street.

Traditionally the old post office has been the centre of town but as the CBD evolves, it is this whole zone that will be etched in people's minds as the centre of town.

The area beyond the CBD Heart is characterised by predominantly lower scale development and a mix of land uses and will include focused redevelopment effort and investment that service or compliment the more focused efforts in the CBD Heart.

The outer area of influence of the CBD Redevelopment Framework is defined as the CBD Frame and includes areas beyond the immediate centre that will be impacted by uplift and revitalisation that occurs in the CBD. This area includes the opposite bank of the Fitzroy River and land to the north, west and south of the CBD that contains important regional significant assets such as the Hospital, education establishments, industry and transport.

CASE STUDY

SMALL MEASURES MAKE A BIG DIFFERENCE — THE BENALLA EXAMPLE (VICTORIA)

Set on the floodplains of Broken River about 200 kilometres north-east of Melbourne, the town of Benalla lost a slew of services jobs 30 years ago with the close of many local government offices. The central business district inevitably suffered. In 2014, local business leaders came up with the idea of making Benalla “the regional street art capital of Victoria”. This small idea led to the creation of the Wall to Wall street art festival and in just a few years has already sparked a transformation of the city. Street-art and roughly 20 large scale wall murals have gone up all around town showcasing and positioning a more interesting, open-minded and innovative place that has a lot more access to arts and culture.





CURRENT CBD POSITION

- 564,294 Domestic Day Visitors (average per annum)
- \$30,8m Centre investment (average per annum)
- 5,619 Jobs in the CBD
- 25% Region's employment within the CBD
- 387 Businesses within the Rockhampton CBD

Areas addressed by the Redevelopment Framework

- CBD Heart
- CBD / City Centre
- CBD Frame
- Built Form

Figure 1.1
CBD Redevelopment Framework Area Plan

0 100 200 300 400

Scale: 1:7500 @ A4



OPPORTUNITIES TO LEVERAGE

Below are some of the main opportunities and attributes of the CBD that the Redevelopment Framework is seeking to maximise.

This list is not exhaustive and there are other features that the Redevelopment Framework will seek to leverage but the opportunities included below represent the key aspects and points of difference that will inform and motivate the strategic direction for the future of the CBD.



OPPORTUNITY

CITY GRID, WIDE STREETS + LANEWAYS

The wide streets and regular grid of the CBD provides lots of room for upgrades and meaningful change to occur without impacting on the functionality of the place.



OPPORTUNITY

HERITAGE OF NATIONAL SIGNIFICANCE

The CBD of Rockhampton includes one of the finest collections of architectural heritage in the nation. The quantity and quality of heritage built form in a concentrated area of the CBD creates a real sense of authenticity that can be maximised and amplified.



OPPORTUNITY

RIVERFRONT SETTING

The unique setting and proximity of the CBD to the Fitzroy River gives it an exceptional natural asset to leverage and provides a point of difference. Rockhampton could be positioned as the finest CBD waterfront in the state and should strive to attain this status in the future.



OPPORTUNITY

CULTURAL + CIVIC ASSETS

The Pilbeam Theatre, the Rockhampton Art Gallery, the Rockhampton Library and the Walter Reid Centre all represent significant cultural and civic assets that offer diverse activity and new opportunity.



DIVERSE + RICH CULTURAL HISTORY

The rich cultural history of the area pre-dates European settlement. The Darumbal people lived and thrived in the fertile and food rich area surrounding the Fitzroy. The redevelopment of the CBD provides an opportunity to acknowledge, celebrate and share the cultural history of the original inhabitants and traditional owners of the land on which Rockhampton is now located.



CULTURE OF CREATIVITY + INNOVATION

Rockhampton has a tradition of creativity and innovation that is renowned in parts but celebrating and showcasing these on a greater scale can only increase the appeal and strengthen the brand of the city and region. Opportunities exist to build on this culture and communicate it widely to align with a revitalised brand for the CBD and the region itself. Building on the existing attributes of the city, a new era of edginess and "cool" awaits this regional centre.



RICH EVENT CALENDAR

There is an abundance of events and activities that occur across the city year round. These range from cultural, arts, heritage, food and nature. From the River Festival, street arts festival, the Cultural Festival, Beef Week, Holy Cow, The Show, Rocky Swap, the Food and Wine Festival and the Camp Draft, there is much to do in the city. While many of these events occur outside of the CBD itself, there is a huge potential for the centre of the city to play a greater role by becoming more of a feature and destination in its own right. It will enhance the delivery of events and festivals that drive visitation. This supporting role will in turn provide accommodation for regional events, bringing more life to the CBD.



CONNECTIVITY + PROXIMITY TO KEY INFRASTRUCTURE

Rockhampton is blessed with significant existing infrastructure that supports both its centre and the wider region. The CBD itself is in an enviable position, well connected and very closely located to major transport infrastructure such as the Bruce Highway and only 5-10 minutes from the Rockhampton Airport as well as other assets that have a regional catchment such as the Rockhampton Hospital and CQU.



BEEF + MORE

Rockhampton has withstood many economic cycles on the back of its nationally and internationally renowned beef industry and service sector. There is however, far more to Rockhampton than just its beef industry, but this reputation as the "Beef Capital" provides a sure footing for further growth and evolution of the city and its CBD.

CHALLENGES TO OVERCOME

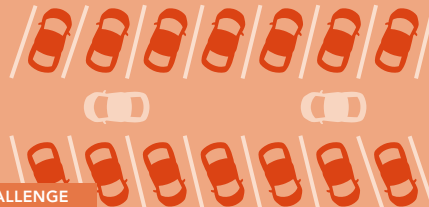
The following represents the key challenges facing the revitalisation of the Rockhampton CBD that the Redevelopment Framework seeks to address.



CHALLENGE

DOMINANCE OF VEHICLES

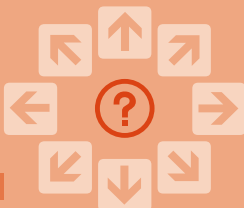
The generous urban grid of the city and easy links to major connections like the Bruce Highway has facilitated vehicle access to all CBD places. Congestion during peak times, the provision of substantial at grade and on street parking coupled with an alarmingly low amount of urban greenery to soften the roadways and bitumen has resulted in an urban environment where the car reigns supreme and dominates much of the urban landscape.



CHALLENGE

PARKING PROBLEM + DRIVING CULTURE

For a range of reasons, the community of Rockhampton have embraced the private vehicle as the preferred mode of transport. There is a long standing, entrenched culture and expectation that car parking should be provided within a stones throw of any key CBD destination. This culture and expectation of parking proximity contributes to a real perception that there is not enough parking and more is needed.



CHALLENGE

POOR LEGIBILITY + LACK OF INTUITIVE WAYFINDING

While the wide urban grid of the CBD provides a number of advantages, it has also proven to be a challenge in terms of differentiating key connections and creating natural landmarks that intuitively lead people to the centre of town. Many of the street connections look the same and there is little hierarchy or means of differentiating between which routes are most important and lead to key destinations.



CHALLENGE

LACK OF RETAIL ATTRACTION

Rockhampton's CBD has lost much of its lustre and vibrancy in the last 20 years or so due to the movement of retail and people away from the centre of town. Specifically, the opening of the large and internalised Stockland Rockhampton Shopping Centre in North Rockhampton has resulted in a gradual decline of mainstream retailers within the CBD. In line with this, the CBD has experienced a notable decentralisation of attraction with investment focused predominantly on the outskirts and periphery of the centre.



CHALLENGE

PERSONAL SECURITY + SAFETY

There is a view that the prevalence of crime and anti-social behaviour is increased along the riverfront and within parts of the CBD. This condition persists and has been a problem for some time. If the CBD is to become a place that embraces diverse living options and encourages after hours family activation, meaningful measures will need to be implemented to improve both the rate of incidents and perceptions.



CHALLENGE

LOW PUBLIC TRANSPORT USAGE

The heavy reliance on private vehicles as the primary mode of transport as well as an irregular and fragmented bus service has resulted in extremely low patronage of public transport. As long as it remains easy to drive to the CBD and public transport services are not consistent, getting people to choose alternate modes of transport will be a challenge.



CHALLENGE

INCREASE NIGHT TIME ACTIVITY + EVENING TRADING

Beyond the business hours of 9 to 5 weekdays, the CBD is often inactive and on weekends only a few venues and businesses are open. Hotels and bars are located in the CBD but are not generally clustered together. The absence of vibrancy or even concentration of activity contributes to a perception of issues around safety after hours.



CHALLENGE

LIMITED TENURE IN KEY LOCATIONS

Multiple parcels in key parts of the CBD are held by a few owners. While this is an opportunity, it also presents a risk as a good deal of control is held in the hands of a few individuals. Ensuring land owners are motivated and understand their pivotal role in the revitalisation and redevelopment of the CBD will be imperative to the long-term success of any plans put forward by Council.



CHALLENGE

FRAGMENTED HOUSING + LACK OF HOUSING DIVERSITY

Within the core of Rockhampton, there is limited quantity and diversity of housing and accommodation options. Beyond the newer and more pricey high rise apartment developments north of Fitzroy Street, and the detached housing within the CBD frame, there are substantial gaps in product and price point. Accommodation and housing is fragmented across the CBD and the local resident population is not substantial enough to meaningfully activate the CBD outside of business hours further reinforcing perceptions of lack of evening safety.



CHALLENGE

ABSENCE OF GREENERY AND OPEN SPACE IN URBAN ENVIRONMENT

Over time, the centre of Rockhampton has lost much of its tree cover and natural shade. The result is a very low amount of greenery that is essential in reducing the urban heat island effect and protecting against the elements. The lack of green amplifies the expansive quantum of hard surfaces such as roads, footpaths, parking and laneways. Open green space is at a premium in the centre with few public parks or open spaces on offer apart from the Riverside area.

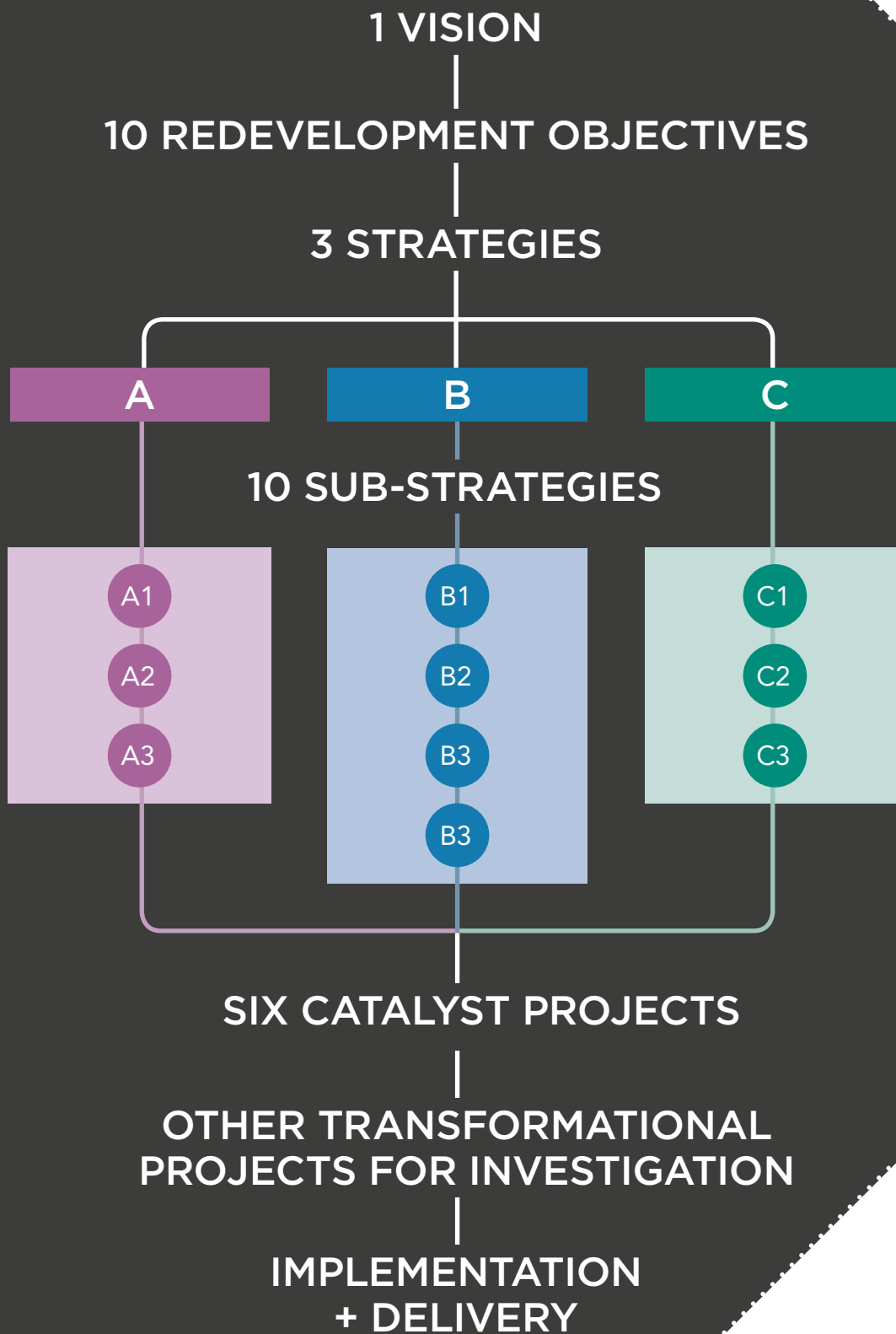


PART 2

THE FRAMEWORK



The Framework is structured in the following way providing a clear connection between vision, objectives, strategies and outcomes. The diagram below outlines the components of the Framework which are included in Part 2 and 3 of this document.





ONE VISION

*Rockhampton CBD will be the economic
and cultural heart of the region
— a dynamic place that is
thriving, sustainable,
connected and
memorable.*

CBD REDEVELOPMENT OBJECTIVES

Underpinning the vision is a set of objectives which assist in the coordination and prioritisation of activity.

The ten redevelopment objectives below form a set of SMART (specific, measurable, achievable, relevant, time-bound) objectives. These objectives guide the framework and will form part of the assessment of the proposed and future projects, and implementation approach. The ten objectives have been developed through consultation with Council, stakeholders and the community.



1 BE A REGIONAL CAPITAL

Capitalise on co-located transport, retail, government and administrative offices, health, education services, to be the regional hub.



2 UNITE TWO HALVES — OLD AND NEW

Consolidate and better connect the areas either side of Fitzroy Street.



3 DELIVER AN INVITING + DYNAMIC CENTRE

Create a comfortable pedestrian environment that is full of activity, interesting, engaging and a welcoming place.



4 CELEBRATE THE RIVER

Build on riverside upgrades and investment, and provide better access to and engagement with the river.



5 CREATE A DESTINATION + PULSE

Bring energy and fun to the CBD and embrace new technologies. Improve information about the CBD for locals and visitors.



6

ALIGN ROAD HIERARCHY WITH PURPOSE

Ensure traffic flows improve walkability, cycling and public transport.



7

UNLOCK LIVING IN THE CBD

Encourage CBD living to create a vibrant centre and increased viability of services.



8

OPTIMISE ACCESS + DRAW PEOPLE IN

Improve connectivity and walkability. Make access, signage and spending time easy for visitors.



9

BRING HISTORY TO LIFE

Leverage strong historical assets in the CBD and support adaptive reuse.



10

TRANSFORM POLICY TO ENABLE ACTIVATION

Minimise red-tape to make development and events easy. Encourage innovation and entrepreneurship.

REALISING THE VISION

The vision and redevelopment objectives have been used to guide the formulation of the strategic direction for the CBD of Rockhampton.

Three strategies and the application of relevant sub-strategies define the ambition and key projects that, over a period of time, will catalyse change and reinvigoration of the CBD.

STRATEGIES

A

STRATEGY A

A THRIVING + DYNAMIC CBD

Rockhampton CBD will be a prosperous and interesting place to live, do business and invest. The central business district will be redefined to embrace entrepreneurship, learning and innovation. Increasingly seen as a place that nurtures home grown ideas and talent, the buzz of the Rocky CBD also draws international and national tourists with its vibrant activities and diversity of offer.

SUB-STRATEGIES

A1

GROWING BUSINESS AND
INVESTMENT IN THE CBD

A2

A VIBRANT PLACE TO LIVE

A3

SUPPORTING CREATIVITY
AND INNOVATION

B

STRATEGY B A LEGIBLE + CONNECTED CBD

The Rockhampton CBD will be the place where people connect — to transport, to business and to the broader community. A more focused and prioritised network of vehicular routes enable public transport, walking and private vehicle use to support the movement of goods and people through the centre of the city. Gateways and clear landmarks/signage celebrate arrival into the region's capital.

B1 A DEFINED ARRIVAL AND
ROAD HIERARCHY

B2 DESTINATION INFRASTRUCTURE

B3 ACTIVE AND HEALTHY
CONNECTIONS

B4 PARKING TO SUPPORT
VIBRANCY AND BUSINESS

C

STRATEGY C A MEMORABLE, SUSTAINABLE + ENDURING CBD

The Rockhampton CBD will be the cultural and civic heart of the region defined by shaded connections and increased green amenity that offer relief from the tropical heat and provides an attractive backdrop for urban life. Maximising the CBD's existing assets such as the river, riverside upgrades and fine heritage built form, the CBD will be a place that attracts both residents and tourists and is a source of pride for the region.

C1 ARTS, CULTURE, STORY
AND ENTERTAINMENT

C2 LEAFY AND SHADED STREETS
AND SPACES

C3 SUSTAINABLE BUILT FORM AND
CELEBRATING HERITAGE



A photograph of a historic stone building with a clock tower, palm trees, and a person's head in the foreground. The building is a multi-story structure with classical architectural features, including columns and arched windows. The clock tower is prominent, with two large clock faces. Palm trees are visible in the foreground and background. A person's head is visible in the bottom left corner, looking towards the building.

A

STRATEGY A

A THRIVING + DYNAMIC CBD

Sub-
strategy

A1 GROWING BUSINESS + INVESTMENT IN THE CBD

ASPIRATION

- > *Epicentre of the City*
- > *Regional Economic Heart*
- > *Unique Retail Proposition*
- > *Vibrant Night Time Economy*

In the future, Rockhampton CBD will be the epicentre of the city that is "recognised as the economic heart of Central Queensland".

This will be reflected in a "prosperous economy driven by entrepreneurial and innovative businesses, strategic investment and international exports" (Rockhampton Regional Economic Development Strategy, 2015). The Rockhampton CBD is the concentration of economic, social, and knowledge activity at the centre of the regional economy and the front door for regional investment. The CBD maximises its attractiveness for inward investment and provides the facilitating services and environment to accommodate this investment. The centre of town will be a thriving commercial centre with a knowledge rich workforce that is innovative and entrepreneurial. It will be focused on a retail offer that is locally distinctive. It will offer a unique point of difference that will stimulate the economy and encourage activity as well as delivering a vibrant and dynamic night time economy beyond core business hours. The heart of the city will be the place to be in the evening and is the focal point of evening activities for the region.

STRATEGIC ALIGNMENT

This strategy is important to the realisation of the CBD vision as it is closely aligned with a number of the CBD redevelopment objectives:



Be a Regional Capital



Deliver an Inviting and Dynamic Centre



Create a Destination and Pulse



Transform Policy to enable activation

FROM STRATEGY TO ACTION

To implement this strategy the CBD will need to maximise its investment potential and leverage its competitive advantages while addressing its weaknesses. Strategic initiatives will focus on increasing the attractiveness of the CBD and reasons for visiting and living in the CBD.

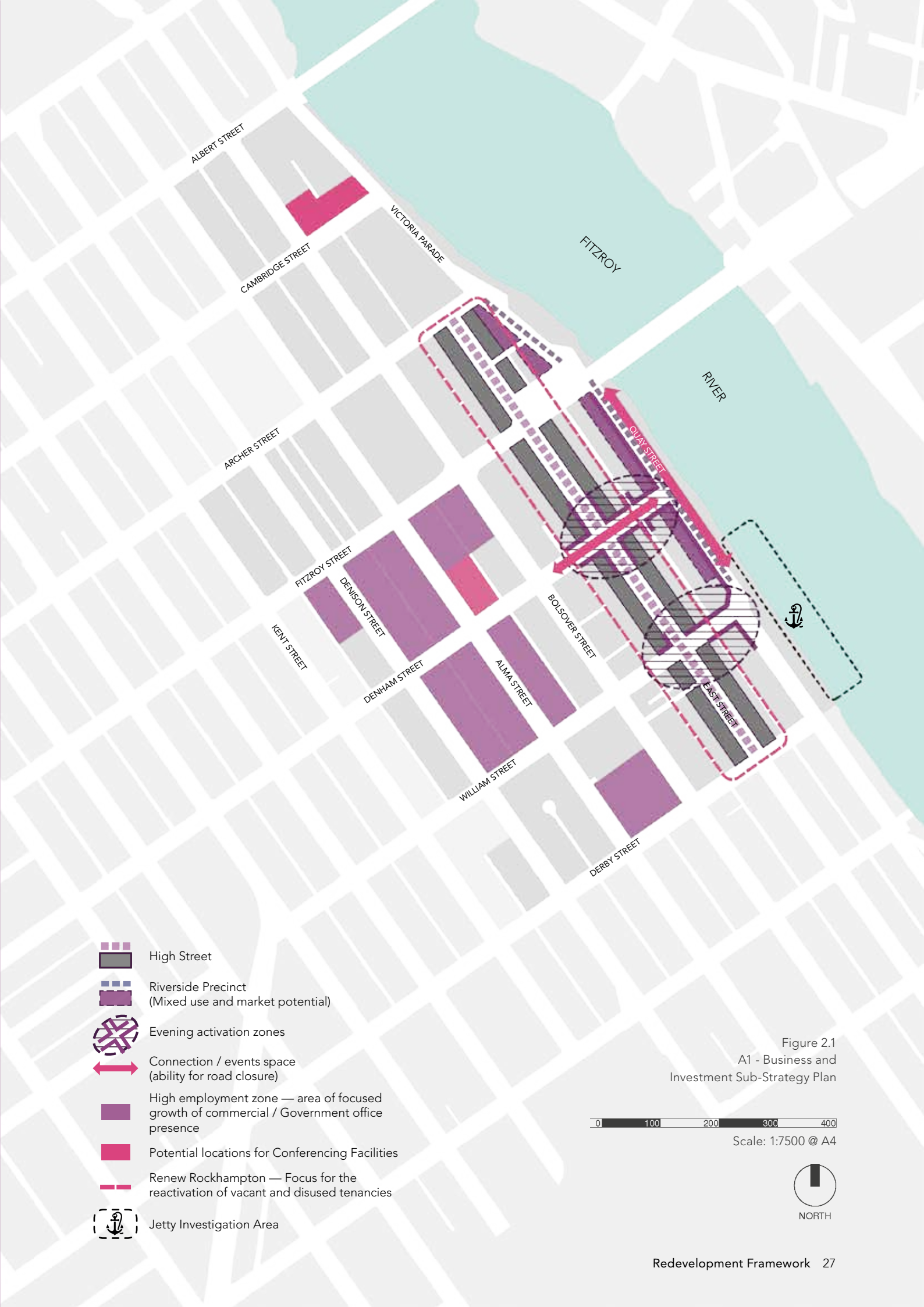
The subsequent increase in visitation levels during business and after hours will increase expenditure in the CBD which will grow business and attract investment.

These factors in combination generate employment and raise the standard of living and personal enjoyment for residents, workers, and visitors to the CBD.

KEY CHANGE MAKING PROJECTS

The key change making projects and actions identified to realise this strategy are:

A1a	Brand Rockhampton — Undertake consolidated CBD Brand exercise and communication strategy
A1b	Future CBD Fresh Food Market as a focal point in the CBD
A1c	Install a Major Events Screen using contemporary technology that supports use at external events and gatherings
A1d	Undertake investigations to deliver CBD Conferencing Facilities capable of hosting 300 people in CBD
A1e	Employ a Start-Up Business Manager to encourage establishment of CBD businesses
A1f	Create an Investment Attraction Team within Council to drive opportunities
A1g	Development Incentive Program to expand and promote the incentive program to encourage development
A1h	Initiation of " Renew Rockhampton " to find uses for currently vacant or disused buildings in the CBD
A1i	Evening Activation and Trading Project to stimulate night time economy and extend hours of trading
A1j	Investigate New Place Management Models including a Business Improvement District Investigation
A1k	River Jetty and Commercialisation of the River including river tourism and activation
A1l	Creation of formal Eat Street Markets and Riverside Dining Precinct
A1m	Establishment of a Military R&R Hub to provide a central space for visiting military personnel to gather and enjoy the city
A1n	Increasing Government Office Presence in the CBD including all levels of government
A1o	Undertake a CBD Retail Audit to identify new offers and untapped markets
A1p	Prepare and maintain a CBD Business Register and CBD Prospectus
A1q	Pop-Up retail/kiosk strategy to enable vibrancy and change within the CBD



-  High Street
-  Riverside Precinct
(Mixed use and market potential)
-  Evening activation zones
-  Connection / events space
(ability for road closure)
-  High employment zone — area of focused
growth of commercial / Government office
presence
-  Potential locations for Conferencing Facilities
-  Renew Rockhampton — Focus for the
reactivation of vacant and disused tenancies
-  Jetty Investigation Area

Figure 2.1
A1 - Business and
Investment Sub-Strategy Plan

0 100 200 300 400

Scale: 1:7500 @ A4



Sub-
strategy

A2 A VIBRANT PLACE TO LIVE

ASPIRATION

- > *Most Diverse Mix of Land Uses*
- > *Increased and Diverse CBD population*
- > *Adaptive Re-use for Living Purposes*

In the future, the Rockhampton CBD will be a consolidated and compact core providing the most diverse mix of land uses which will reflect Rockhampton as the Principal Regional Activity Centre.

The centre of Rockhampton will embrace high order retail, commercial and residential developments which service the Rockhampton region. The CBD will contain an inner city residential community offering diverse housing opportunities for all members of the community and income brackets. The CBD will be home to a range of people and families from various demographical and cultural backgrounds and age groups. These groups will reside in diverse housing types from high rise apartments, medium density products, town houses, detached houses and heritage loft apartments. New and adaptive re-use of existing buildings will be encouraged. Compact residential development and infill will occur. Residential growth will be strong building on the high quality lifestyle offer. This drives increases in numbers moving to the Rockhampton Region and encourages young and talented people to remain.

STRATEGIC ALIGNMENT

This strategy is important to the realisation of the CBD vision as it is closely aligned with a number of the CBD redevelopment objectives:

-  Deliver an Inviting and Dynamic Centre
-  Create a Destination and Pulse
-  Unlock Living in the CBD
-  Optimise Access and Draw People In

FROM STRATEGY TO ACTION

To implement this strategy requires an increase in investment in a range of land uses in the CBD. The key to achieving this is to increase visitation to the CBD and subsequently expenditure. This will generate confidence for investors and underpin economic growth. The early areas of focus will be on increasing the CBD residential population (residential development), and increasing tourist accommodation and visitation to the CBD.

KEY CHANGE MAKING PROJECTS

The key change making projects and actions identified to realise this strategy are:

- A2a** **CBD Living Project** — Catalyst housing development within the CBD
- A2b** **Second Storey Living Project** — Identification of suitable conversion opportunities and building stock review project
- A2c** **Strategic Site Identification for residential Development** including audit of under-utilised land
- A2d** Development of a **CBD Short-term Accommodation** in proximity to transport
- A2e** **Retirement and Aged Care Housing Strategy** to increase the diversity of product and population in the CBD
- A2f** Development of a **Student Housing Project** in the CBD
- A2g** **CBD Safety Project** incorporating lighting, security and wayfinding measures
- A2h** Establish a **CBD Living / Housing Working Group**
- A2i** Development of a **Boutique Cinema** within the CBD to broaden the diverse offering of activities
- A2j** **On-Street Dining Program** for CBD with particular focus on activation of Quay Street
- A2k** Develop a **Community Dance Hall / Band Stand** to encourage socialisation and gathering in the CBD
- A2l** Prepare a **Lighting Strategy** for the CBD focusing on safety and CPTED principles
- A2m** Investigate **Service Level Gaps** for inner city living

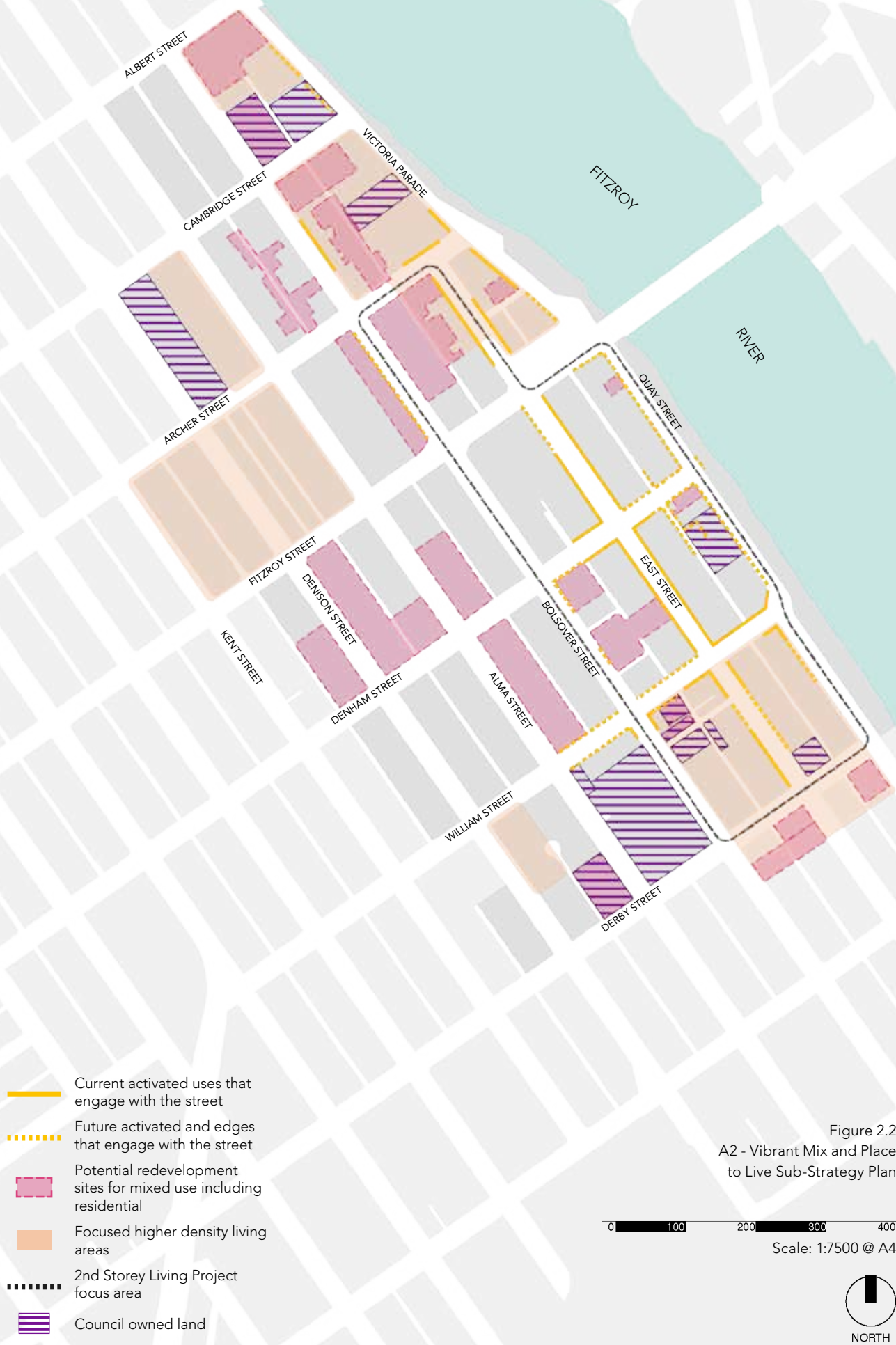


Figure 2.2
A2 - Vibrant Mix and Place to Live Sub-Strategy Plan

0 100 200 300 400

Scale: 1:7500 @ A4



Sub-
strategy

A3 SUPPORTING CREATIVITY + INNOVATION

ASPIRATION

- *Smart Regional Centre*
- *Place for Entrepreneurs and Innovators*
- *Increasing Digital Readiness*
- *Generate Wealth for Wider Community*
- *Increased Inward Investment*

The Rockhampton Regional Council aspires for Rockhampton to become a Smart Regional Centre.

This will position Rockhampton as the ideal place for entrepreneurs and innovators to start and grow businesses, tackle the challenges of today and tomorrow, and generate wealth for the wider community. This will be achieved through leveraging the region's strengths in agriculture, transport infrastructure, resources, health, and education; diversifying the economy; and increasing the digital readiness of the community and local businesses. This will lead to increased inward investment, people visiting Rockhampton for business and leisure; more efficient services; and greater quality of life.

STRATEGIC ALIGNMENT

This strategy is important to the realisation of the CBD vision as it is closely aligned with a number of the CBD redevelopment objectives:

-  Deliver an Inviting and Dynamic Centre
-  Create a Destination and Pulse
-  Optimise Access and Draw People In
-  Transform Policy and Enable Activation

FROM STRATEGY TO ACTION

To implement this strategy requires supporting and encouraging entrepreneurial and innovative activities both in terms of the provision of physical facilities and tools and access to necessary knowledge, funding, and markets. Early areas of focus should look to leverage the region's assets in agriculture, transport infrastructure, resources, health, and education, and government policies supporting start up initiatives. The Rockhampton Regional Council has initiated the Smart Hub facility in Quay Street. This is a starting point that needs to be built upon.

KEY CHANGE MAKING PROJECTS

The key change making projects and actions identified to realise this strategy are:

- A3a** **iBeacons Project** roll out additional beacons around the CBD
- A3b** Expand the **Sensor Project** to gather real-time data on what is going on in the city
- A3c** **Expand Smart Hub and co-working spaces** initiative to new locations around the CBD
- A3d** Deliver a **Venture Capital Program** to identify venture capitalists to support start up businesses.
- A3e** **CBD Tertiary Education and Training Campus** – Formulate Expression of Interest to reintroduce education to the CBD
- A3f** **Expanded Free WiFi** – provide free WiFi to outdoor locations within the CBD Heart and to key hot spots
- A3g** **Innovation Competition** or Bursary sponsored by Council
- A3h** Undertake a **CBD Digital Strategy** linked to wayfinding and a unified cultural, arts and heritage story experience



- iSensor (data collection)
- Future tertiary education investigation areas
- Zone for free WiFi to public areas
- Free WiFi hotspots in key locations outside the heart
- Smart hub and co-working spaces
- Creativity hubs and innovation
- Arts + Cultural Precinct
- iBeacon
- Innovation display public realm
- Connectivity

- Creativity / Innovation Hot Spots**
- 1** Current Pilbeam Theatre and Art Gallery
 - 2** Riverside Community Creative Space
 - 3** Walter Reid Centre
 - 4** Rockhampton Library
 - 5** Customs House future creative hub / art gallery

Figure 2.3
A3 - Supporting Creativity and Innovation Sub-Strategy Plan

0 100 200 300 400

Scale: 1:7500 @ A4







B

STRATEGY B

A LEGIBLE +
CONNECTED
CBD

Sub-
strategy

B1 A DEFINED ARRIVAL + ROAD HIERARCHY

ASPIRATION

- *Memorable Arrival Experience*
- *Defined Destinations*
- *Highly Legible CBD*
- *Transit that enhances the prosperity of the CBD*





In the future Rockhampton's CBD will be a destination that is easily understood and draws people in an intuitive and deliberate way through the use of markers, signage and natural wayfinding.

The CBD will benefit greatly from providing clear and visible guidance for all modes of transport, allowing destinations to be defined and making the CBD more legible, particularly to those who are not local to the area. Strategic placement of navigation devices and a suite of signage that is distinctly designed for the area and CBD will effectively draw people's attention, and guide them to a memorable arrival experience. Using simple but effective directional cues will allow travellers and all motorists to know where to go, how to get there, and when they have arrived.

The city core will have a logical road hierarchy that controls and delivers an effective movement system within the CBD and with wider connections. Vehicles accessing the CBD, public transport, commuters, travellers, cyclists and pedestrian movements are arranged to ensure all modes in the network maximise the prosperity and vibrancy of the CBD. The transport of goods and people into and out of the CBD will occur in a way that enables areas of the CBD to be more attractive and supportive of non-vehicular movement.

STRATEGIC ALIGNMENT

This strategy is important to the realisation of the CBD vision as it is closely aligned with a number of the CBD redevelopment objectives:

-  Unite Two Halves – Old and New
-  Align Road Hierarchy with Purpose
-  Optimise Access and Draw People In
-  Celebrate the River

FROM STRATEGY TO ACTION

To implement this strategy requires a focus on improving access to the CBD. This is both in terms of transport planning, infrastructure, and wayfinding. The CBD road network will provide the necessary framework for an open, green, shaded, attractive and interesting destination that effectively delivers people to the CBD to dine, work, play and enjoy. Improving the connectivity to and amenity of the city centre will ensure that pedestrians, cyclists, motorists, locals and visitors can make the most of their trip to the Rockhampton CBD.

KEY CHANGE MAKING PROJECTS

The key change making projects and actions identified to realise this strategy are:

- B1a** Implement a **CBD Wayfinding / Signage Suite** for all modes of transport including vehicles, pedestrians and cyclists as part of a wider Rockhampton strategy
- B1b** **Fitzroy Street Bridge Landing** investigation to determine the potential of this as a key gateway and arrival marker to the CBD
- B1c** **Removal of heavy vehicles from Bolsover Street** and redefining the role of Alma Street as a key urban transport route
- B1d** **Fitzroy Bridge Lighting and Accentuation Project** to explore opportunities to dress the bridge itself with feature lighting and colour
- B1e** **Redefine Street Network Road Hierarchy** in terms of vehicle movements and volumes in line with an associated Streetscape Design Manual (C2) that will inform the visual hierarchy
- B1f** **Derby Street CBD Arrival Statement** at intersection of Derby Street and Gladstone Road (Bruce Highway) to draw visitors approaching from the south into the CBD
- B1g** **Albert Street CBD Arrival Statement** at intersection of Bruce Highway and Bolsover to draw visitors approaching from the north into the CBD
- B1h** **Key Intersection Upgrades** along Fitzroy Street in-line with changes proposed to intersecting roads
- B1i** **Arrival Statement** for traffic from airport



Figure 2.4
B1 - Defined Arrival and Road
Hierarchy Sub-Strategy Plan

Sub-
strategy

B2 DESTINATION INFRASTRUCTURE

ASPIRATION

- *CBD to be the major node for inter-regional and intra-regional travel*
- *Increase in use of alternate modes of transport to the CBD*

In the future, the CBD of Rockhampton will offer destination infrastructure that ensures visitors and commuters have easy access to the necessary goods, services and facilities to meet their travel needs. Travel to the CBD will be made easier via connection to key destinations both in the city centre and beyond to the wider region.

Destination infrastructure will provide visitors and commuters with hubs and facilities that enable them to have a comfortable experience in the CBD.

Through the provision of simple but thoughtful transport nodes visitors and commuters will readily be able to stay longer, 'refuel', and take in the sights.

STRATEGIC ALIGNMENT

This strategy is important to the realisation of the CBD vision as it is closely aligned with a number of the CBD redevelopment objectives:



Be a Regional Capital



Optimise Access and Draw People In



Celebrate the River

FROM STRATEGY TO ACTION

To implement this strategy the CBD will need to provide targeted and focussed transport nodes, to encourage visitation to the CBD via various means of transport by providing specific facilities that make trips into and around the CBD more comfortable and convenient. This strategy will be realised through taking advantage of the existing grid pattern streets and several potential sites for specific facilities and/or inter-modal transport hubs, in order to make best use of the infrastructure that already exists. The heart of this strategy is about providing facilities that make city centre visitation more inviting, attractive, comfortable and practical for all.

KEY CHANGE MAKING PROJECTS

The key change making projects and actions identified to realise this strategy are:

B2a

Develop a **Inter-Modal Transport Hub** in a central location in the CBD

B2b

Investigate a fast and regular **Free CBD Bus Loop** to serve as both a tourist service to key destinations and link periphery carparking assets to the CBD

B2c

Investigate **City Shuttle Bus Service** to CQU and the base hospital

B2d

Deliver a **Central Cycle Centre** to promote and encourage cycling as a mode of transport to and from the CBD

B2e

Undertake a central area **Bus Efficiency Review**

B2f

Investigation into suitable locations for **CBD Grey Nomad Priority Parking Zones** allowing long vehicles, camper vans and caravans the opportunity to park for longer periods of time

B2g

Deliver additional **PV Electric Car Charging stations and All Abilities Vehicles** at key locations in the CBD to encourage sustainable transport choices

B2h

Development of a main **Tourist Information Centre** and a secondary digital information centre in the CBD

B2i

Investigate **Future Jetty / Mooring** on the Fitzroy River (all tide river access)

B2j

Make **All Abilities Access** a feature of new development and public realm upgrades



-  Inter-modal transport hub investigation area
-  Secondary transport stop / set-down point
-  Proposed CBD Cycle Centre
-  Grey Nomad / Priority Parking investigation areas
-  Free CBD bus loop
-  Main Tourist Information Centre
-  Secondary Tourist Digital Information Centre
-  Jetty investigation area for charter boats and moorings

Figure 2.5
B2 - Destination Infrastructure
Sub-Strategy Plan

0 100 200 300 400

Scale: 1:7500 @ A4



Sub-
strategy

B3 ACTIVE + HEALTHY CONNECTIONS

ASPIRATION






- *The CBD provides for an Active and Healthy Lifestyle*
- *Cycling is a Popular Mode of Transport and Pastime*
- *Deliver a Pedestrian Friendly CBD*

The Rockhampton CBD will provide ample opportunity for active and healthy people to flourish.

The city will be full of pedestrians activating the city — eating, drinking, playing, shopping and working. Cycling to and from the CBD will be easy with connections to the wider region delivered in clear and legible ways and supported by cycle infrastructure at key locations. Pedestrians and cyclists will travel into the CBD efficiently and safely along a clear and attractive network. They will be able to move around freely and easily in all weather conditions to spend the maximum amount of time enjoying the offerings of the CBD.

STRATEGIC ALIGNMENT

This strategy is important to the realisation of the CBD vision as it is closely aligned with a number of the CBD redevelopment objectives:

-  Be a Regional Capital
-  Create a Destination and Pulse
-  Optimise Access and Draw People In
-  Celebrate the River
-  Align Road Hierarchy with Purpose

FROM STRATEGY TO ACTION

To implement this strategy the CBD will need to provide infrastructure and facilities that are inviting, attractive and user-friendly for pedestrians and cyclists. This strategy seeks to build energy in the CBD area through recreational walkers / joggers, commuters and recreational cyclists. Generally, a more active and vibrant 'feel' will be a feature of the city centre. This strategy will be realised through enabling people to more comfortably lead an active lifestyle. The strategy will have wider benefits by creating a positive platform to drive a cultural change, encouraging participation in activities that promote well-being.

KEY CHANGE MAKING PROJECTS

The key change making projects and actions identified to realise this strategy are:

- | | |
|-----|---|
| B3a | Formalised on-street and off-street cycle routes in and around the CBD |
| B3b | CBD Healthy and Fit Education Campaign |
| B3c | Complete Healthy Network Assessment in /of the CBD |
| B3d | Introduce additional green and cool cross-block links from riverside to East Street to encourage walking |
| B3e | Provide ' Kids in the City ' Program including child friendly areas |
| B3f | Vacant/under utilised land audit – open space and recreational re-use potential |
| B3g | Provide pet friendly spaces in the CBD |
| B3h | Review location and adequacy of public amenities blocks in the CBD |
| B3i | Investigate future Cross River Cycle Connections |



Figure 2.6
B3 - Active and Healthy
Connections Sub-Strategy Plan

0 100 200 300 400

Scale: 1:7500 @ A4



Sub-
strategy

B4 PARKING TO SUPPORT VIBRANCY + BUSINESS

ASPIRATION

- *Efficient and Effective Parking Solutions*
- *No net loss of car parking in CBD from current (wherever practical)*
- *Delivering an inviting centre that is easy to get to*

In the future, the Rockhampton CBD will facilitate both locals and visitors getting into the city centre and will have the appropriate amount of parking to support the right mix of vehicles and pedestrians.

The city centre will enable private vehicles easy access to parking within a manageable distance from their destination and supported by an urban environment that delivers pedestrian comfort. The CBD will provide considered, controlled, efficient, effective and tailored parking solutions to best support the growth and health of the CBD.

A staged approach over time will change the physical arrangement and location of parking resources to suit the desired outcomes, but also the cultural and public perception around car parking within the city centre.

STRATEGIC ALIGNMENT

This strategy is important to the realisation of the CBD vision as it is closely aligned with a number of the CBD redevelopment objectives:



Align Road Hierarchy with Purpose



Optimise Access and Draw People In



Deliver an Inviting and Dynamic Centre

FROM STRATEGY TO ACTION

To implement this strategy the CBD will need to consider the parking needs associated with the proposed catalytic projects and changing role of the CBD. It must provide a smart, staged solution to accommodate parking. The CBD will need to make best use of the available off-street parking opportunities, provide a higher level of amenity to on-street parking opportunities both in the centre and on the fringes of the CBD. These efforts will increase accessibility and users' willingness to walk greater distances to destinations.

The approach to parking provision generally considers the right balance of parking to facilitate pedestrian-focussed activity in and around the city centre areas in particular.

KEY CHANGE MAKING PROJECTS

The key change making projects and actions identified to realise this strategy are:

B4a

Undertake an **Existing Parking Resource Optimisation Review** to investigate potential expansion of existing facilities in the CBD

B4b

Deliver an **overnight safe parking station** to support night time activation and extended trading hours

B4c

Roll out **Smart City Parking Controls** in the CBD heart and CBD city centre areas

B4d

Paid parking and parking timing review and optimisation study to determine optimal pricing and turnover times to stimulate retail, dining and cafe visitation

B4e

Development of a new **Multi-Level Off-Street Parking Hub** linked to transport

B4f

Undertake a **CBD Site Audit to develop interim / short-term parking solutions** and identify interim potential parking opportunities

THE ROCKHAMPTON PRINCIPAL CENTRE CAR PARKING STRATEGY REVIEW (2016) IDENTIFIES THE NEED FOR AN ADDITIONAL 204 - 343 CAR PARKING SPACES IN THE CBD OVER THE NEXT TEN YEARS

Source: RRC, 2016

- On-street angle parking
- On-street parallel parking
- Centre median parking
- Area of proposed for review of parking arrangement
- Multi-level off-street parking investigation areas
- Existing significant off-street parking
- Existing parking capacity to be reviewed
- Significant private carparking resource



Figure 2.7
B4 - Parking to Support Vibrancy
and Business Sub-Strategy Plan

0 100 200 300 400

Scale: 1:7500 @ A4







STRATEGY C

A MEMORABLE, SUSTAINABLE + ENDURING CBD



Sub-
strategy

C1 ARTS, CULTURE, STORY + ENTERTAINMENT EXPERIENCE

ASPIRATION







- *Lively Precincts and Vibrant Laneways*
- *Memorable Experiences*
- *Nationally and Internationally recognised Heritage Story*
- *Showcase local talent*

In the future Rockhampton will be known for the variety, quality and distinctiveness of its CBD experience.

Lively precincts, busy spaces, photographic moments, vibrant laneways and exciting art and lighting all come together in a way that could only happen in Rockhampton's core. The region's artists, performers, creative producers and practitioners will have access to the range of facilities, venues, infrastructure services and programs to support their practice. Residents and visitors to Rockhampton will be able to experience contemporary, meaningful arts and cultural experiences and events. Both Rockhampton's Indigenous and European history as well as its current living history will form an important setting as part of the overall CBD experience. The heart of Rockhampton delivers a collection of memorable and continuously evolving experiences that resonate with locals and tourists and is a source of pride for the region.

STRATEGIC ALIGNMENT

This strategy is important to the realisation of the CBD vision as it is closely aligned with a number of the CBD redevelopment objectives:

-  Deliver an Inviting and Dynamic Centre
-  Celebrate the River
-  Create a Destination and Pulse
-  Optimise Access and Draw People In
-  Bring History to Life
-  Transform Policy to Enable Activation

FROM STRATEGY TO ACTION

To implement this strategy requires Rockhampton to identify and actively seek opportunities to promote and celebrate its rich social and cultural assets – whether this be its people, buildings, landscapes, stories or collections. Through implementing a targeted program of capital investment, maintaining and enhancing Council's existing cultural programs, and facilitating the growth of creative industries, the CBD will support the city's role as the regional capital of Central Queensland.

Providing a diverse range of experiences for residents and visitors, opportunities for new and established businesses will increase, and the community's pride and involvement in the city will lift.

KEY CHANGE MAKING PROJECTS

The key change making projects and actions identified to realise this strategy are:

C1a	Creation of a Cultural Precinct as a hub centred around Customs House, Quay Laneway and Quay Street
C1b	Creation of a Laneway Activation Strategy including potential incentives to encourage alternate uses in key laneway spaces
C1c	Place Activation Policy Upgrade review of current policies to remove barriers to activation
C1d	Prepare a Rockhampton CBD Tactical Urbanism and Placemaking Tool-kit to assist Council officers
C1e	Unified Cultural, Arts & Heritage Story Experience Implement consolidated trail or experience across CBD
C1f	Rooftop Bar/Activation Initiative to demonstrate and drive the use of roof spaces in the CBD
C1g	Evening Events Program to stimulate evening activation and visitation to the CBD
C1h	Updating and expanding of existing technology to create a Rocky App that captures all CBD activities, events and heritage stories
C1i	Prepare a CBD Public Art Strategy to inform the placement and curation of public art across the core
C1j	Court House Precinct Investigation , undertake a study to determine the best future use of the vacant Court House buildings on East Street
C1k	Illuminate Rocky Feature Lighting Project to expand lighting of key built form and features in the CBD
C1l	Riverside Return on Investment Study to evaluate the performance of the riverside upgrades
C1m	Library Link Project to create a formal connection between the Library and East Street
C1n	Laneway Outdoor Cinema as a activation strategy to encourage a more diverse use of laneways and cultural change
C1o	Deliver a Street Art Festival to position the CBD as the street art capital of the region

Key Arts, Cultural, Story and Entertainment Places

- 1 Pilbeam Theatre
- 2 Art Gallery
- 3 Old Court House Investigation Area
- 4 Criterion Hotel
- 5 Riverside Stage
- 6 Denham Street
- 7 Customs House / New Gallery
- 8 After hours entertainment venues
- 9 Walter Reid Centre
- 10 Rockhampton School of Arts
- 11 Rockhampton Library
- 12 Proposed Library Link










-  Cultural Place of Significance
-  Queensland Heritage Listed Place
-  Local Character Buildings
-  Focal Entertainment Point
-  Discovery Art Opportunity
-  Public Art Opportunity
-  Unified cultural, arts, heritage, story experience
-  Space for Public Events
-  Feature Facade Lighting

Figure 2.8
C1 - Arts, Culture, Story and Entertainment Sub-Strategy Plan

0 100 200 300 400

Scale: 1:7500 @ A4



Sub-
strategy

C2 LEAFY + SHADED STREETS AND SPACES

ASPIRATION







- *Long, Leafy Street Grid*
- *Great Streets and Spaces*
- *Increase in walking and comfort levels in the CBD*

The streets of a city are its backbone and the framework around which the cultural, community and economic activity of the CBD can occur.

In the future, the street grid of Rockhampton will be long, leafy, intersecting avenues, reflective of the city's latitude and botanical diversity and underpinned by consistent streetscape design that favours the pedestrian. The laneways and spaces that 'hang off' the established street grid will exude comfort and host all manner of events, from a casual catch up between two friends in the shade, to busy festivals beneath a canopy of flowers. The streets of the CBD will frame view corridors to the Fitzroy River and the backdrop of Mount Archer.

STRATEGIC ALIGNMENT

This strategy is important to the realisation of the CBD vision as it is closely aligned with a number of the CBD redevelopment objectives:

-  Deliver an Inviting and Dynamic Centre
-  Celebrate the River
-  Align Road Hierarchy with Purpose
-  Optimise Access and Draw People In
-  Unlock Living in the CBD
-  Unite two halves — old and new

FROM STRATEGY TO ACTION

To implement this strategy will require elevating the greening of the CBD as a priority with the broader community, CBD land owners, tenants and all departments of Council. Communicating the broader social, cultural and economic benefits of the investment in the public realm will ensure that there is complete stakeholder buy-in.

Endorsement of a design approach that will clearly set out the materiality, planting and furniture palette for each of the key streets and laneways within the CBD / City Centre area (CBD Streetscape Design Manual).

KEY CHANGE MAKING PROJECTS

The key change making projects and actions identified to realise this strategy are:

- C2a** **CBD Streetscape Design Manual** to inform and focus investment decisions in the greening of the streets
- C2b** **CBD Streetscape Priority Project Stage 1, East, Denham and Quay streets** — Extend the East Street treatment north of Fitzroy Street and south to Derby Street, treatment of Denham Street between East and Bolsover Street and Quay Street south of William Street
- C2c** **CBD Streetscape Priority Project Stage 2, William Street** — Upgrade and reconfiguration of on-street parking
- C2d** **CBD Streetscape Priority Project Stage 3 — Bolsover Street and Alma Street** in response to removal of heavy vehicles from Bolsover to create an urban avenue
- C2e** **CBD Streetscape Projects — Archer Street and Derby Street** — Upgrade streetscape treatments along Archer Street and Derby Street
- C2f** Initiate **CBD Green Awards** for local business and residents
- C2g** **CBD Parklet Project** — Temporary greening and activation of select parking spaces as demonstration of desire to green the city centre
- C2h** **CBD Place Manager** — Engage a dedicated resource to focus on the CBD and its assets including maintenance, deployment of resources and relationships
- C2i** Investigate **Riverside Upgrades** to expand river front improvements along Victoria Parade and south along Quay Street between William and Derby Streets
- C2j** Investigate **Upgrade of Archer Park** as key urban park spaces and location for grey nomad parking



The High Street — East Street: An active street with consistent awning treatment and significant street planting

The Urban Avenue — Bolsover Street as a formal urban connection with central green median and Gateways to the CBD

The Esplanade — Quay Street and Victoria Parade as an elegant, simple and safe pedestrianised environment where people are the priority over vehicles. Streetscape and landscape unites the river and heritage built form and encourages dining and events

The Connector — Alma Street and Derby Street as an attractive transport priority connection

Ridge to River Connections — Archer, William and parts of Denham Street as shady and green connections into the CBD

The CBD Boulevard — Fitzroy Street around the heart as a regular boulevard of signature planting species to visually bring the two halves of the CBD together

Laneways and Cross-Block Links

View corridor to Fitzroy River, Mount Archer and Berserker Range

Local Park

Proposed 1st Stage of Streetscape upgrades

Key Urban Spaces

- 1 Stage 1 Riverside + Quay Street
- 2 Future Riverside upgrades
- 3 Denham Street Shared Plaza
- 4 Quay Laneway Priority Project
- 5 Fitzroy Bridge Landing| Investigation Area
- 6 Old Court House Investigation Area
- 7 Library Link
- 8 Archer Park

Figure 2.9
C2 - Leafy and Shaded Streets
and Spaces Sub-Strategy Plan

0 100 200 300 400

Scale: 1:7500 @ A4



Sub-
strategy

C3 SUSTAINABLE BUILT FORM + CELEBRATING HERITAGE

ASPIRATION

- > *Australia's Finest Mix of Heritage and Contemporary Architecture*
- > *Exemplar adaptive reuse of heritage built form*
- > *High Quality Sustainable Design*

In the future, the CBD will be well known for its extraordinary collection of heritage buildings juxtaposed against some of Australia's finest examples of contemporary and sustainable tropical architecture.

The CBD will be a place well known both nationally and internationally by the fine quality heritage fabric of built form and the way in which it celebrates the unique culture and story of the place. The core will showcase the value of heritage and the transformative power of good design.

The design of residential uses will be high quality and reflective of sustainable design and response to the tropical climate. Buildings and all development works will incorporate universal design principles ensuring equal access to all. This coupled with the greening of the streets and green connection will contribute to significant reductions in urban heat island effects.

STRATEGIC ALIGNMENT

This strategy is important to the realisation of the CBD vision as it is closely aligned with a number of the CBD redevelopment objectives:

-  Unite Two Halves – Old and New
-  Bring History to Life
-  Deliver an Inviting and Dynamic Centre

FROM STRATEGY TO ACTION

To implement this strategy requires Rockhampton to actively encourage a design ethos and approach that delivers the highest quality urban and architectural outcomes that embeds sustainability at its core.

Communicating and elevating the value and importance of the heritage fabric of the city will ensure that the protection of character places is supported by the community and all levels of Council.

The design of new buildings and the adaptive re-use of existing built form will both need to contribute to the activation and integration with the streets through active ground plane uses, provision of shade and amenity.

KEY CHANGE MAKING PROJECTS

The key change making projects and actions identified to realise this strategy are:

C3a

Prepare **Smart City Design Standards** to inform sustainable design approaches to development works across the CBD

C3b

Façade Improvement Scheme to be expanded to enhance both heritage and contemporary façades in the CBD

C3c

Investigate establishing a **Heritage Fund** to assist in the restoration of key heritage buildings

C3d

Prepare **Built Form Guidelines** to inform the desired approach to delivering development that embraces Rockhampton's unique context

C3e

Work with **Queensland Government Architect** to promote and attract high quality urban and architectural design

C3f

Launch **Sustainable Design Incentives** to ensure new public buildings embrace and incorporate sustainable design outcomes

C3g

Investigate **Flood Mitigation Measures** to protect the southern Fitzroy River bank and portions of the CBD from Q100 flood events

C3h

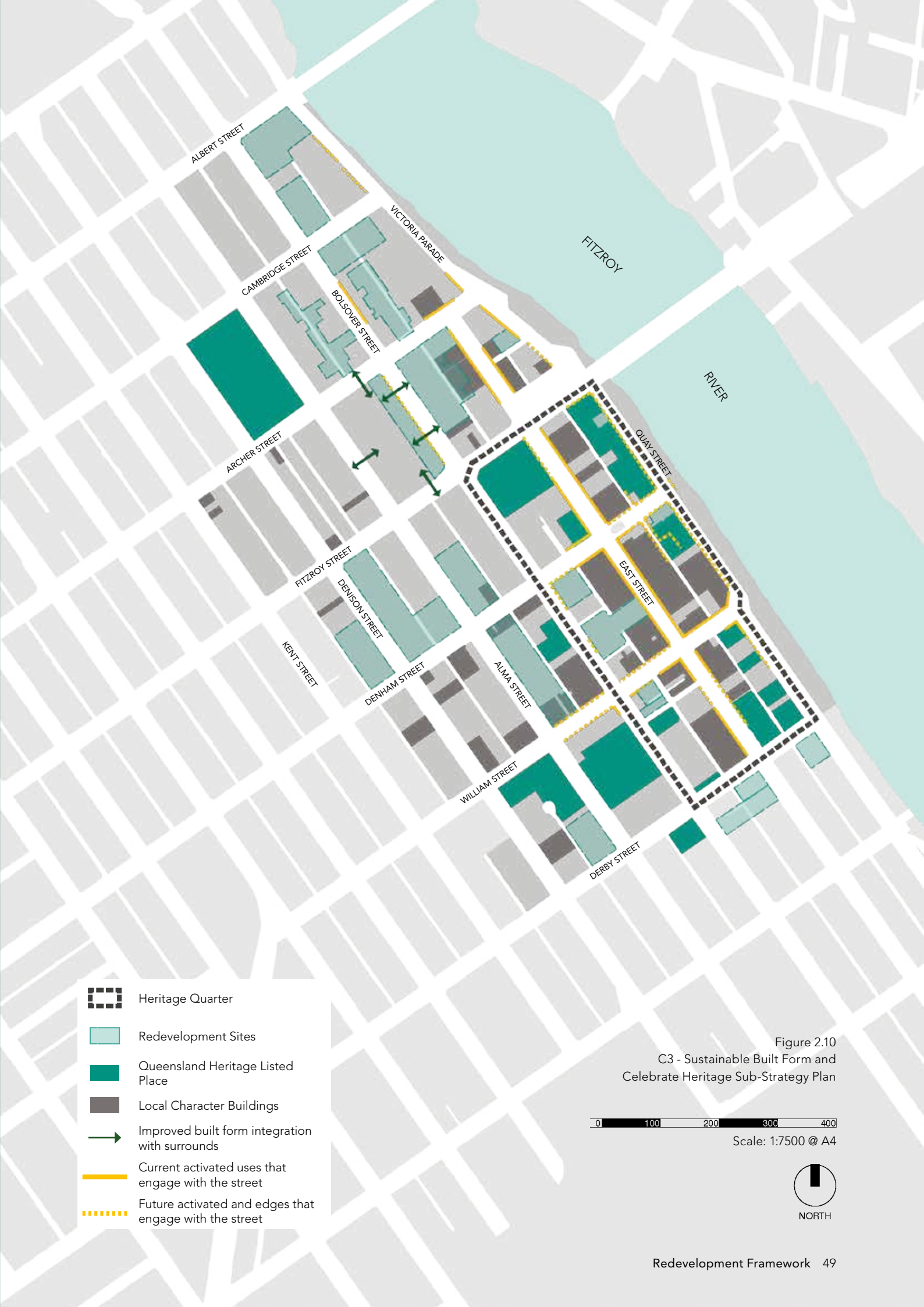
Update Rockhampton Region Planning Scheme (RRPS) to align with CBD redevelopment objectives and desired outcomes

C3i

Define a Heritage Quarter as the primary area for protection and conservation of heritage places

C3j

Encourage **Adaptive Reuse of Heritage Spaces** throughout the CBD










-  Heritage Quarter
-  Redevelopment Sites
-  Queensland Heritage Listed Place
-  Local Character Buildings
-  Improved built form integration with surrounds
-  Current activated uses that engage with the street
-  Future activated and edges that engage with the street

Figure 2.10
C3 - Sustainable Built Form and Celebrate Heritage Sub-Strategy Plan

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Scale: 1:7500 @ A4





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PART 3 CATALYST PROJECTS + IMPLEMENTATION

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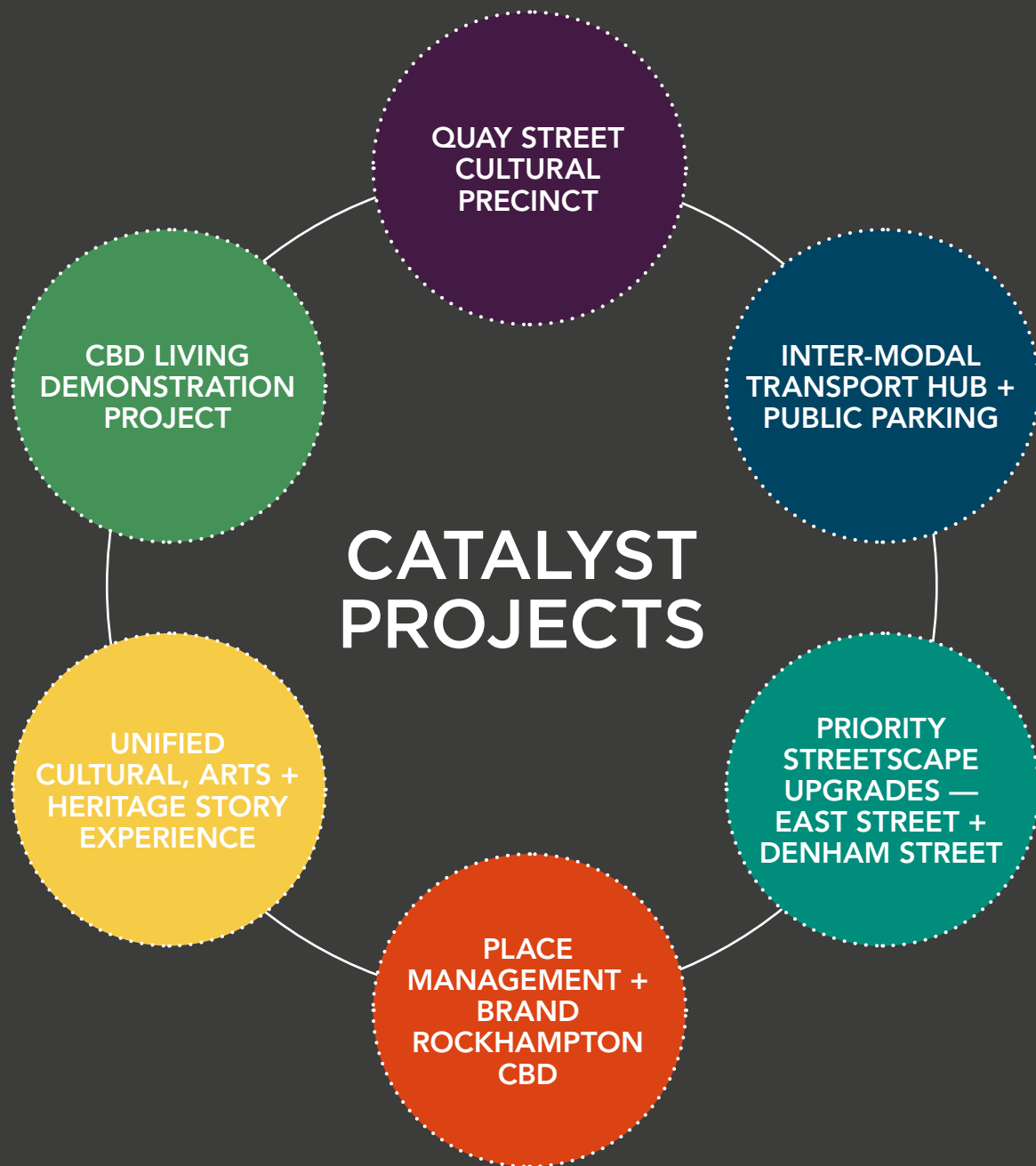
SIX PROJECTS TO CATALYSE CHANGE

In order for the CBD of Rockhampton to realise its vision of being the dynamic, thriving, sustainable, connected and memorable center at the heart of region; stepped and focused change must occur over the next 20+ years. The six catalyst projects identified below have been assessed to best deliver on the redevelopment objectives based on their ability to transform and fulfil the full potential of the CBD.

Each of the six catalyst projects listed below have been informed by the strategies and specific sub-strategies contained in Part 2 (The Framework) and represent in some instances multiple change making projects. These catalyst projects range from the aspirational to the essential and provide a suite of mutually supportive efforts that will, over time, dramatically reposition the CBD and steer it towards the long term vision.

In order to convey the intent of the catalyst projects, concepts and examples for each have been developed. The following pages describe each of the projects and enable a clear understanding of the principles and drivers of each. Every catalyst project included herein will be subject to further investigations and detailed planning prior to commencement and delivery.





QUAY STREET CULTURAL PRECINCT

This project can create a cultural hub in the heart of the CBD. By maximising Council owned assets including the Customs House, Quay Lane, 212, 214 and other Council owned property on Quay Street and leveraging the momentum of the Riverside redevelopment, it is possible to create an integrated hub of activation focused on culture, arts and creativity that will drive visitation and catalyse further change.

CURRENT STATUS

Council has already embarked on pre-feasibility work to review the location of important arts and cultural places such as the art gallery, theatre complex and a place to showcase and celebrate local creativity and Rockhampton's enviable art collection.

KEY DESIGN PRINCIPLES

- **International calibre integrated arts destination:** Creating a venue and location in the CBD that showcases Rockhampton's world class art collection and provides a nexus for creativity and culture.
- **Something for everyone:** Delivering a precinct that offers unique attractions and experiences that appeal to all age groups and cohorts.
- **Unlocking heritage for the community:** Making Customs House, as one of Rockhampton's finest heritage buildings, the centre-piece of an integrated and activated precinct that will open its doors to the community.
- **Uniquely Rocky:** Creating a precinct-based destination in the CBD that captures the unique qualities and character of the city and region through the design of the spaces and uses introduced.
- **Connected to context:** Linking the precinct to the wider CBD via laneways, through-block connections and pedestrian links.

STEPS TO DELIVERY

1. Council with the support from the State Government will complete final concepts, property acquisitions and detail designs for the major elements of the Cultural Precinct in the short term.
2. Council will review and amend as required the planning scheme and any other planning instruments so they facilitate the establishment of back of office retail and business start-up uses in Quay Lane.
3. Some works will commence in the short to medium term utilising currently allocated Council and State Government funds.
4. Council will continue to progress works and seek support from other levels of government towards the delivery of the whole Cultural Precinct over the medium term.

Redevelopment
Objectives
Achieved



Scale and Cost

Large Scale
High Cost

Funding Source

All levels of Government

Delivered by

Rockhampton Regional Council

Related Change
Making Projects

A1p

Pop-Up retail/kiosk strategy to enable vibrancy and changing canvas within the CBD

C1b

Creation of a **Laneway Activation Strategy** including potential incentives to encourage alternate uses in key laneway spaces

C1c

Place Activation Policy Upgrade — Review of currently policies to remove barriers to activation

C1n

Laneway Outdoor Cinema as a activation strategy to encourage diverse use of laneways and cultural change

ESTIMATED PROJECT IMPACTS — UPLIFT ON BASELINE GROWTH



64.1% INCREASE
in Day-trip Visitors



123% INCREASE
in Public Transport Service



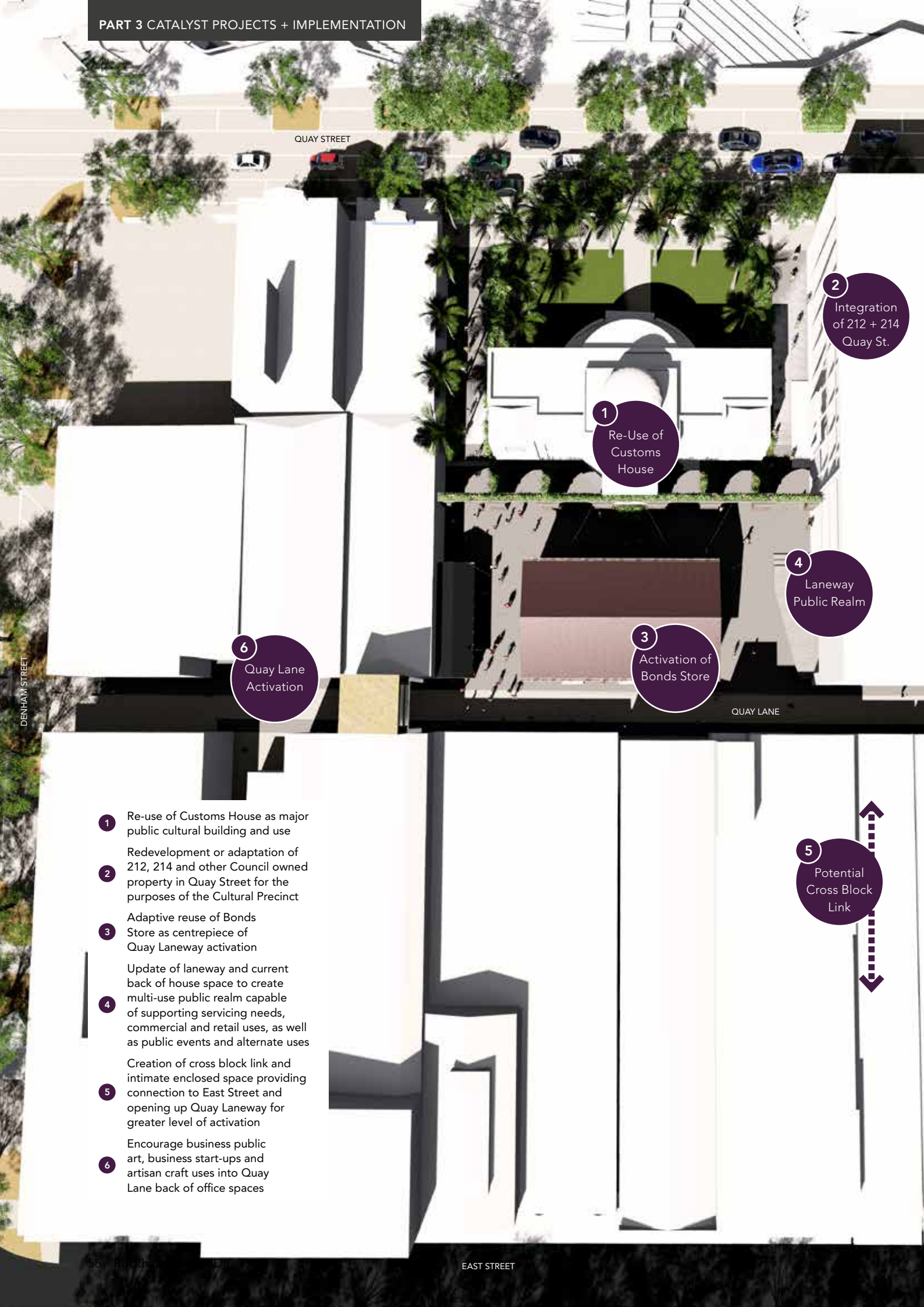
493.5% INCREASE
in CBD Employment



\$20.5M INCREASE
in Centre Investment

AN IDEA FOR THE ROCKHAMPTON CULTURAL PRECINCT

The following pages represent high level design concepts of how the Cultural Precinct could be developed and imagined. The key feature of the precinct is the re-use of the Customs House building as a publicly accessible building supported by the integrated re-use of surrounding buildings such as 212 and 214 Quay Street. This project has the opportunity to link the river to East Street through the creation of a substantial mid-block link.



2

Integration
of 212 + 214
Quay St.

1

Re-Use of
Customs
House

4

Laneway
Public Realm

3

Activation of
Bonds Store

6

Quay Lane
Activation

1

Re-use of Customs House as major
public cultural building and use

2

Redevelopment or adaptation of
212, 214 and other Council owned
property in Quay Street for the
purposes of the Cultural Precinct

3

Adaptive reuse of Bonds
Store as centrepiece of
Quay Laneway activation

4

Update of laneway and current
back of house space to create
multi-use public realm capable
of supporting servicing needs,
commercial and retail uses, as well
as public events and alternate uses

5

Creation of cross block link and
intimate enclosed space providing
connection to East Street and
opening up Quay Laneway for
greater level of activation

6

Encourage business public
art, business start-ups and
artisan craft uses into Quay
Lane back of office spaces

5

Potential
Cross Block
Link



DENHAM STREET

QUAY STREET

QUAY LANE

EAST STREET



Artist Impression: View down Quay Lane from Denham Street



Artist Impression: View into potential cross block link. Providing space for gathering, markets and cultural events

INTER-MODAL TRANSPORT HUB + PUBLIC PARKING

This project proposes to identify a central site suitable for a mixed use development that consolidates all street based transport functions into a single multi-modal arrival point with both set-down and collection points for regional and local bus services. The mixed-use nature of the development supports the transport function with public parking, potential low-cost, short-term accommodation and other supporting tourist services.

CURRENT STATUS

Work has been ongoing for some time with DTMR in an effort to determine a suitable public transport bus interchange location. Council has completed some preliminary feasibility work on a possible site for a mixed use inter-modal hub and residential development. Site identification and pre-feasibility work is underway on a number of CBD locations that could be redeveloped for this purpose.

KEY DESIGN PRINCIPLES

- **High Quality Arrival Experience:** Delivering a fitting arrival to the CBD through architecture, intuitive wayfinding and activation that resonates with local transport users as well as first-time visitors to the city.
- **True Integration of Transport:** Integrating local and regional bus services and finding operational efficiencies enables the development to deliver a seamless integration of services.
- **Sleeving Mixed-Use:** Wrapping the transport and vehicle related uses with supporting development such as low-cost accommodation, retail and tourist related services.
- **Access and circulation:** Selecting a site close to key city destinations that provides clear and comfortable connections to the CBD will drive increased use of transport services and optimise economic benefits to the wider city centre.
- **Provide adequate off street parking:** Ensure that current combined on and off street parking capacity is preserved over the medium to long term.

STEPS TO DELIVERY

1. Council will complete site identification and pre-feasibility assessments on several locations in the CBD in the short term.
2. Council will short list and develop a business case for preferred option/s in the short to medium term.
3. A funding strategy for detail design, property acquisitions and project delivery will be developed with other levels of government in the short to medium term.
4. Subject to funding Council will complete any necessary property acquisitions and detailed design in the short to medium term.
5. Subject to funding and project delivery methodology being agreed with other levels of government the project will be delivered over the medium to longer term.

Redevelopment
Objectives
Achieved



Scale and Cost

Large Scale
High Cost

Funding Source

All levels of Government and Private Sector

Delivered by

Public Private Partnership (PPP) led
by Rockhampton Regional Council

Related Change
Making Projects

A2d Development of a **CBD Backpacker Accommodation** in proximity to transport

A2g **CBD Safety Project** incorporating lighting, security and wayfinding measures

B1d **Removal of heavy vehicles from Bolsover Street** and redefining role of Alma Street as key urban transport route

B2c **City-shuttle bus service** to CQU and the base hospital

B4e Development of a new **Central Parking Hub** linked to transport

C2d **CBD Streetscape Priority Project — Bolsover Street and Alma Street** in response to removal of heavy vehicles from Bolsover and create an urban avenue.

ESTIMATED PROJECT IMPACTS — UPLIFT ON BASELINE GROWTH



254% INCREASE
in Day-trip Visitors



246% INCREASE
in Public Transport Service



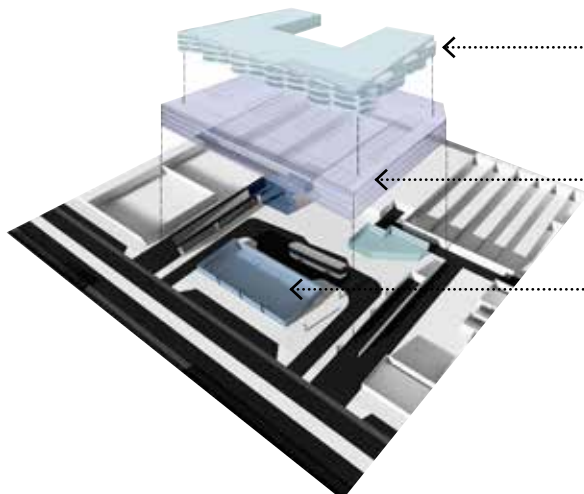
HIGH INCREASE
in Perceived CBD Safety



72.9% INCREASE
in Overnight Visitors



Artist Impression: Street view of inter-modal transport hub



Levels 5-7

- Short term accommodation

Levels 2-4

- Multi-storey carpark

Ground Level:

- Retail
- Short term accommodation lobby
- Transit centre office

AN IDEA FOR THE TRANSPORT HUB AND PUBLIC PARKING

The following pages represent high level design concepts of how an integrated transport hub and mixed use development in the heart of Rockhampton could be imagined. The idea integrates a multi-deck carpark with bus interchange on street and at the ground level. To further activate the building, short-term accommodation (i.e. a backpackers or budget accommodation) development is envisaged for the upper levels maximising views and the ability to deliver amenity.



2
Upper level
Short-term
accommodation

1
On-Street Bus
Set-down

3
Convenience
Retail +
Tourist Info

Artist Impression: Street view of inter-modal transport hub

4

Multi-Level
Public
Carpark

CONCEPT DETAIL

- 1 On-street bus set down bays. Waiting areas shielded from weather and sun through use of architectural awning
- 2 Budget accommodation on top of multi-deck carparking with reception at street level. Locating accommodation in this way enables the use of the top of the carpark for amenity for guests and maximises views
- 3 Ground level convenience retail activation to support transport function
- 4 Multi-level carparking on upper levels. Facade of carparking includes louvers, architectural screening and planting elements
- 5 Carparking ramps and regional bus and local bus drop off and queuing bays. Passenger drop off in this location provides a secure space that is protected from the elements and can link to the wider CBD via cross block links

5

Regional Bus
Set-Down

PRIORITY STREETScape UPGRADES — EAST STREET DENHAM STREET + QUAY STREET

East Street is currently the most pleasant and distinctive urban experience. This project proposes to extend the existing and successful “High Street” style and theme of East Street to the full extent of the corridor namely south of William Street to Derby Street and north of Fitzroy Street. Delivering a high quality entry style streetscape treatment to the balance of Denham Street not currently being redeveloped is also vital in reinforcing the link to the river. The section of Quay Street from William to Derby Street will complete the package of projects necessary to complete city heart revitalisation. These focussed streetscape upgrades will be the first step in driving a cultural change of increased walking through higher quality public realm. Upgrading these streetscapes is critical to realising the full value of other catalyst projects and change making projects over the medium to long term.

CURRENT STATUS

The redevelopment and associated landscaping of Quay Street from Fitzroy Street to William Street is progressing in partnership with the State and Federal Governments. The committed works also include the removal of the rotunda in Denham Street and redevelopment of Denham Street from Quay Street to East Street. The public realm on the adjacent riverbank is also being upgraded as part of this project scope

KEY DESIGN PRINCIPLES

- **A Shady Street for People:** Give key streets back to the people by making the pedestrian the priority and making them comfortable and enjoyable to walk along
- **Visual continuity and arrival:** Create physically attractive and visually important connections between the city grid
- **Harder working streets:** Manage and reconfigure key streets to enable the delivery of greenery and carparking
- **Connection to River:** Maximise connections to the river by providing shade and visual structure that links the grid to the water

STEPS TO DELIVERY

1. Council will complete detailed designs and costings for all Catalyst street scaping projects in the CBD in the short term.
2. Design priority will be given to those streets where designs are necessary to inform the installation of smart technologies or other road works being programmed for other reasons.
3. Council will prioritise delivery and develop funding strategies with other levels of government in the short to medium term.

4. Subject to funding and agreed delivery methodology the goal will be to complete priority projects in the medium term. It is possible completing the full scope of works may require a staged delivery. It may be possible to prioritise some street scaping elements such as trees and street furniture with complete road redevelopment extending into the longer term due to funding limitations.

Redevelopment
Objectives
Achieved



Scale and Cost

Large Scale
Medium Cost

Funding Source

Council and State Government

Delivered by

Rockhampton Regional Council

A1j

investigate **New Place Management Models** including a Business Improvement District Investigation

A2g

CBD Safety Project incorporating lighting, security and wayfinding measures

B3a

Formalised **on-street and off-street cycle routes** in and around the CBD

C2a

Prepare a **CBD Streetscape Design Manual** to inform and focus investment decisions in the greening of the streets

C2h

CBD Place Manager — Engage a dedicated resource to focus on the CBD and its assets including maintenance, deployment of resources and relationships

Related Change
Making Projects

ESTIMATED PROJECT IMPACTS — UPLIFT ON BASELINE GROWTH



74% INCREASE
in Day-trip Visitors



HIGH IMPACT
on Decreased Number of Traffic Incidences



123% INCREASE
in CBD Population



HIGH IMPACT
On Decreased Urban Heat Island Effects

AN IDEA FOR THE STREETSCAPING OF EAST STREET AND DENHAM STREET

The following pages represent some concepts for how portions of East Street and Denham Street could be upgraded to support the revitalisation of the CBD Heart and promote walking and activation.

DENHAM STREET BEFORE

DENHAM STREET AFTER

EAST STREET BETWEEN WILLIAM STREET AND DERBY STREET

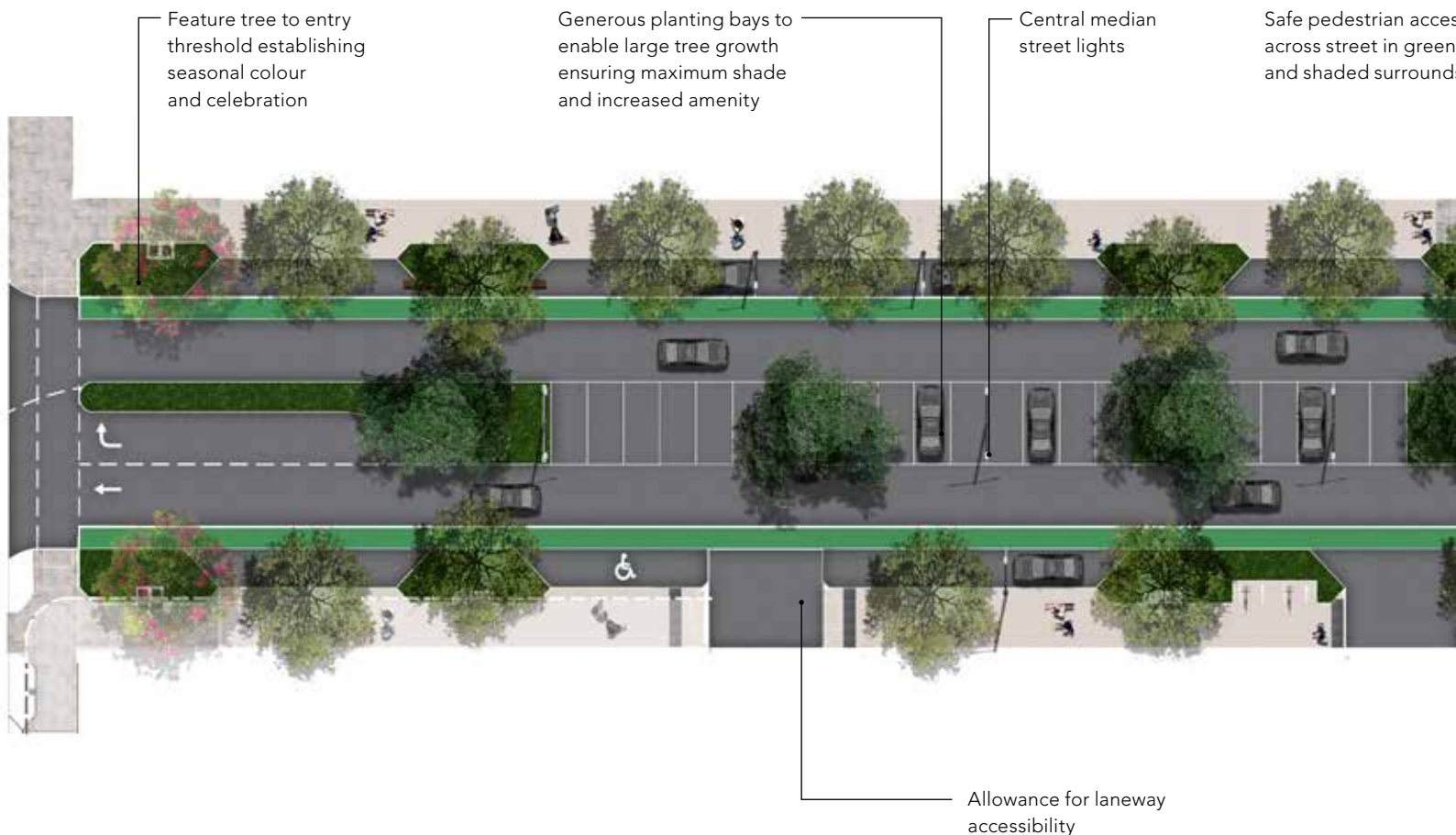
The upgrade of East Street between William Street and Derby Street seeks to continue the existing streetscape treatment located along East Street (between Fitzroy Street and William Street).

This project is an important move in providing a clear visual "High Street" for the CBD.

Redevelopment of this portion of street will continue the consistency and connection with the balance of East Street, will encourage greater pedestrian connectivity and stimulate businesses over time with greater foot traffic.

The redesign proposes to introduce the same profile and arrangement that currently exists in East Street (between Fitzroy Street and William Street) including:

- Centre median planting and perpendicular parking
- Kerbside parallel parking with build outs to accommodate street trees and WSUD elements
- Introduction of a dedicated on-street cycle lane
- Inclusion of safe crossing points



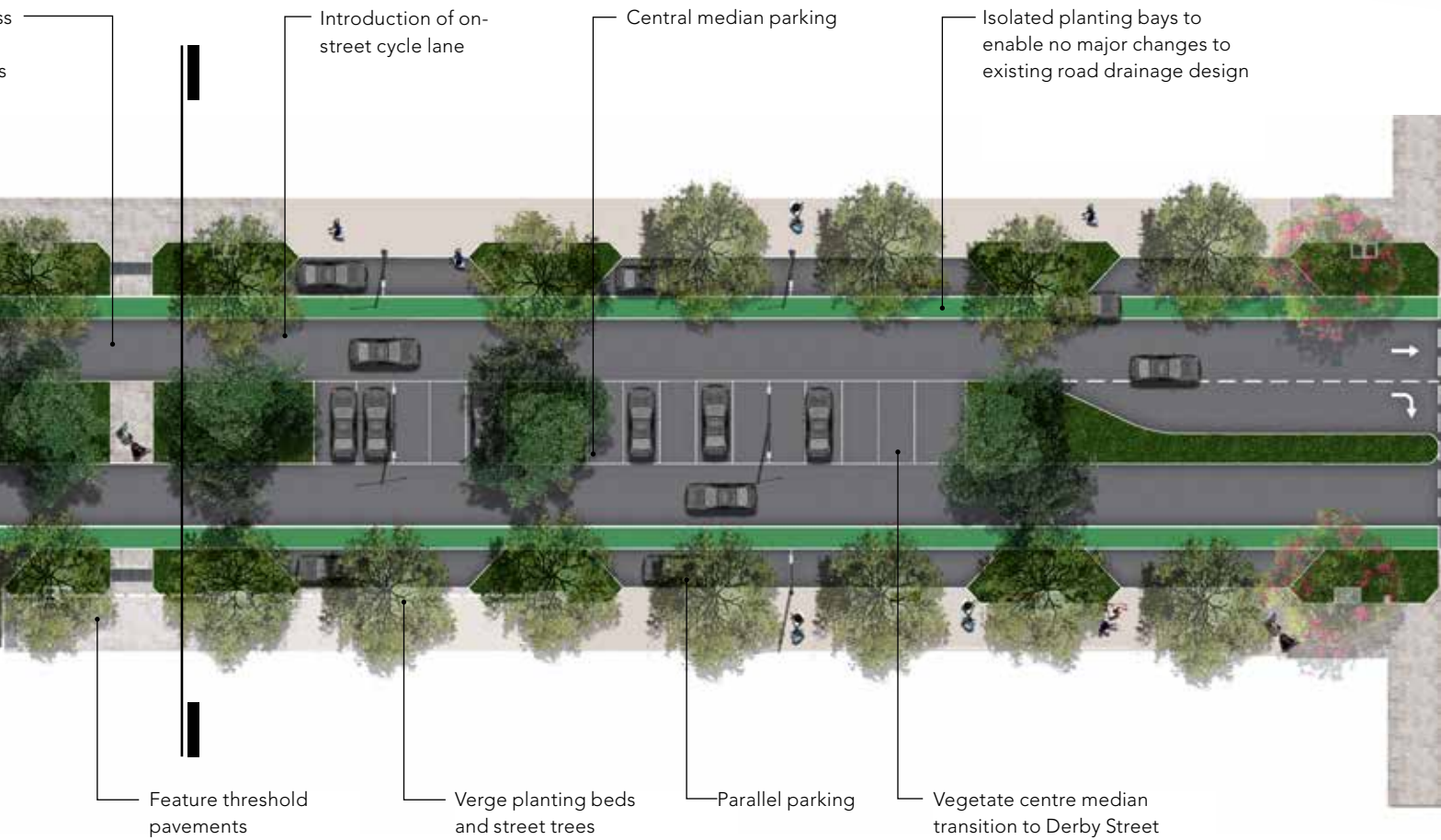
East Street Streetscape Plan — Proposed upgraded configuration



KEY PLAN



East Street Streetscape Sectional View — Proposed upgraded configuration



DENHAM STREET BETWEEN EAST STREET AND BOLSOVER STREET

The upgrade of Denham Street between East and Bolsover streets proposes to build off the language and style that has been developed on Denham, between East Street and Quay Street.

Retaining the existing central median, the design proposes to introduce a Cycle Centre module on the median itself to activate the space and provide an important resource for the CBD. Cycle lanes to support Denham as the primary cycle linkage from the west have been introduced to the street and inform the location of the cycle centre.

The redesign proposes to retain the current street arrangement but introduce greenery and changes including:

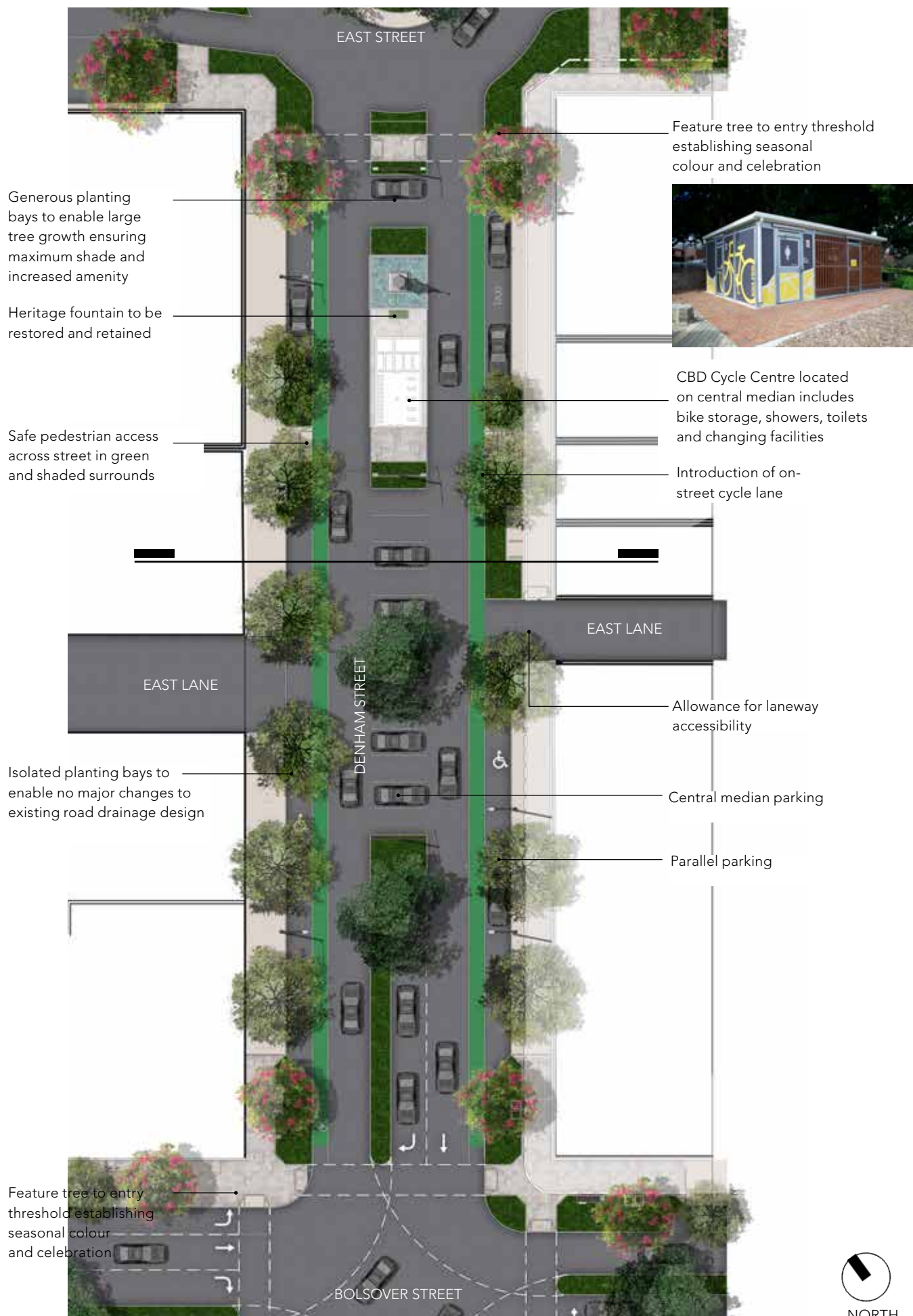
- Centre median planting and perpendicular parking
- Kerbside parallel parking with build outs to accommodate street trees and WSUD elements
- Introduction of a dedicated on-street cycle lane
- Delivery of a CBD cycle centre to encourage active modes of transport to the city centre
- Inclusion of safe crossing points to directly access the cycle centre
- Planting of street trees and feature trees at key threshold points to provide "pops" of colour.



KEY PLAN



Denham Street Streetscape Sectional View — Proposed upgraded configuration



Denham Street Streetscape Plan — Proposed upgraded configuration

QUAY STREET BETWEEN WILLIAM STREET AND DERBY STREET

This project is an important move in providing a clear visual continuation of the “Esplanade” for the CBD and enabling greater connection with the riverfront as a key amenity asset.

Redevelopment of this portion of street will continue the consistency and connection with Stage 1 of Quay Street and will encourage greater pedestrian connectivity and stimulate businesses over time with greater foot traffic.

- The redesign proposes to introduce the same profile along the eastern side of the street while extending the profile of the carriageway on the western side to enable inclusion of:
- 90 degree parking bays to cater for maximum numbers of car parks with build outs to accommodate street trees and WSUD elements
- Introduction of a dedicated on-street cycle lane
- Consistent use of materials to unite this portion of the street with the completed upgrades of Quay Street.



Quay Street Streetscape Plan — Proposed upgraded configuration



KEY PLAN



Quay Street Streetscape Sectional View — Proposed upgraded configuration



EAST STREET BETWEEN FITZROY STREET AND ARCHER STREET

The upgrade of East Street between Fitzroy Street and Archer Street proposes to introduce the same character and quality that currently exists on East Street (between Fitzroy Street and William Street). Redevelopment of this portion of street will create a visual consistency and connection between the two sides of Fitzroy Street. Completing this extent of East Street will encourage greater pedestrian connectivity across Fitzroy Street and stimulate businesses over time with greater foot traffic.

The redesign proposes to introduce the same profile and arrangement that currently exists south of Fitzroy Street including:

- Centre median planting and perpendicular parking
- Kerbside parallel parking with build outs to accommodate street trees and WSUD elements
- Introduction of a dedicated on-street cycle lane
- Inclusion of safe crossing points



East Street Streetscape Plan — Proposed upgraded configuration



KEY PLAN



East Street Streetscape Sectional View — Proposed upgraded configuration



NORTH

CBD LIVING PROJECT

Working in partnership with State Government and the private sector, Council will deliver a "CBD Living" demonstration project offering more diverse and affordable products for inner city living to attract residents to the centre. This first Council / State Government partnership led residential development will encourage private investment in affordable housing and encourage future residential projects in the CBD such as student living and or aged care/retirement living.

CURRENT STATUS

Council is negotiating with Economic Development Queensland to complete a mixed use residential development on land owned by Council on William Street. The proposed development will feature 8 storeys of residential units with commercial space on the ground floor. A number of 2 storey terrace houses will also be included along Market Lane to the rear. Other development locations have also been discussed.

Council's Planning Scheme commenced in 2015 and removes regulatory obstacles to higher density residential development in the CBD.

KEY DESIGN PRINCIPLES

- **Diverse residential products:** Delivering a residential development that incorporates a mix of product and price points to attract a diverse range of buyers and residents to the inner city
- **Activated street edges:** Ensuring that the ground plane and built form interaction with the street supports activation and fine grain uses
- **Residential amenity:** Providing both on-street and private amenity to users and residents

STEPS TO DELIVERY

1. Complete and execute project methodology and delivery arrangements with Economic Development Queensland.
2. Economic Development Queensland finalise detailed designs and planning approvals in the short term.
3. Economic Development Queensland manage the construction and marketing of the development in the short to medium term.

Redevelopment
Objectives
Achieved



Scale and Cost

Large Scale
High Cost

Funding Source

State Government and Rockhampton
Regional Council

Delivered by

Joint Venture Agreement between
Economic Development Queensland
and Rockhampton Regional Council

Related Change
Making Projects

- A2g** **CBD Safety Project** incorporating lighting, security and wayfinding measures
- A2h** Establish a **CBD Living / Housing Working Group**
- A2m** Investigate **Service Level Gaps** for inner city living

ESTIMATED PROJECT IMPACTS — UPLIFT ON BASELINE GROWTH



288% INCREASE
in Day-trip Visitors



246% INCREASE
in Public Transport Service



1520% INCREASE
in CBD Population



HIGH INCREASE
in Perceived CBD Safety



Artist Impression: Housing project on the corner of William and Bolsover Street



CBD Living Project — Site location on William Street

AN IDEA FOR A HOUSING DEMONSTRATION PROJECT IN THE CBD

The following pages represent some high level concepts for the way in which a residential development along William Street could play a key role in attracting new types of residents and residential products to the Rockhampton inner city market.



1

Live-Work
Terraces

2

Ground level
activation

Artist Impression: View of Housing Project from William Street looking down laneway



1

Live-work terrace product to activate Market Lane and provide a new housing typology for the CBD

2

Activated uses at ground level to compliment existing tenancies on adjacent blocks

3

Upper levels to include a diverse range of unit types with varying price points to attract a wider segment of the market

4

Streetscape upgrades to create an attractive and comfortable environment for residents and visitors

3

Variety of Unit types

4

Upgraded Streetscape

CULTURAL, ARTS + HERITAGE STORY EXPERIENCE

This project involves the implementation of a CBD wide consolidated wayfinding, public art and heritage story "trail" drawing these elements together in a clear way with an opportunity to grow and evolve over time. This effort will create a network of destinations and digitally enabled experiences peppered around the CBD linked by a much stronger circuit and suite of markers that encourage discovery, activation and edginess.

CURRENT STATUS

The design concepts for a Wayfinding Strategy have been adopted by Council. A virtual reality museum and tour application (Rachel) to guide visitors has been launched. The Smart Way Forward strategy will provide a platform for enhancing the quality of the experience. A significant funding boost from the BOR fund announced by the State will extend the area of the CBD to receive smart technology treatments. A significant public art package is included in the scope of river front redevelopment works.

KEY DESIGN PRINCIPLES

- **A dynamic walk through history:** A clear and connected series of urban experiences linked by interpretive signage of heritage buildings, places and precincts will tell the stories that define the history of the city.
- **Programming + Collaboration:** Work with the private sector and community to facilitate an on-going program of art, performance and events
- **Caring for our heritage:** The refurbishment, reuse and maintenance of heritage buildings and places will be supported to ensure they continue to contribute to the character and future of the CBD
- **Event-ready:** Deliver base infrastructure to back of office laneways, small spaces and other places on the trail to get them ready for use and activation

STEPS TO DELIVERY

1. Complete installation of riverfront public art installations in the short term.
2. Implement the CBD Wayfinding Strategy linked to the endorsed wider regional and riverfront strategy over the short to medium term.
3. Develop a CBD Public Art and Place Activation Strategy in accordance with the Council Public Art and Place Making Policies in the short to medium term.
4. Focus activation and public art activity in the CBD laneways in the short to medium term.
5. Develop a digital/arts/cultural experience trail in the medium term that enhances the experience of visitors to a revitalised CBD.

Redevelopment
Objectives Achieved



Scale and Cost

Medium Scale
Low Cost

Funding Source

All levels of Government

Delivered by

Rockhampton Regional Council

C1a

Creation of a **Cultural Precinct** as a hub centred around Customs House, Quay Laneway and Quay Street

C1b

Creation of a **Laneway Activation Strategy** including potential incentives to encourage alternate uses in key laneway spaces

C1c

Place Activation Policy Upgrade — Review of currently policies to remove barriers to activation

C1i

Prepare a **CBD Public Art Strategy** to inform the placement and curation of public art across the core

C1k

Illuminate Rocky Feature Lighting Project — Expand lighting of key built form and features in the CBD

C1m

Library Link Project — Create a formal connection between library and East Street

A3h

Undertake a **CBD Digital Strategy** linked to wayfinding and a unified cultural, arts and heritage story experience

Related Change
Making Projects

ESTIMATED PROJECT IMPACTS — UPLIFT ON BASELINE GROWTH



37.4% INCREASE
in Day-trip Visitors



123% INCREASE
in Public Transport Service

WITH PORTABLE MOBILE DEVICES AND CELL PHONES BECOMING EVER MORE SOPHISTICATED AND UBIQUITOUS, DIGITAL WAYFINDING AND LIVE-UPDATED, INTEGRATED URBAN EXPERIENCES ARE POISED TO JUMP INTO THE PALM OF THE CITY VISITOR'S HAND.

A DAY OF EXPERIENCES IN ROCKY CBD

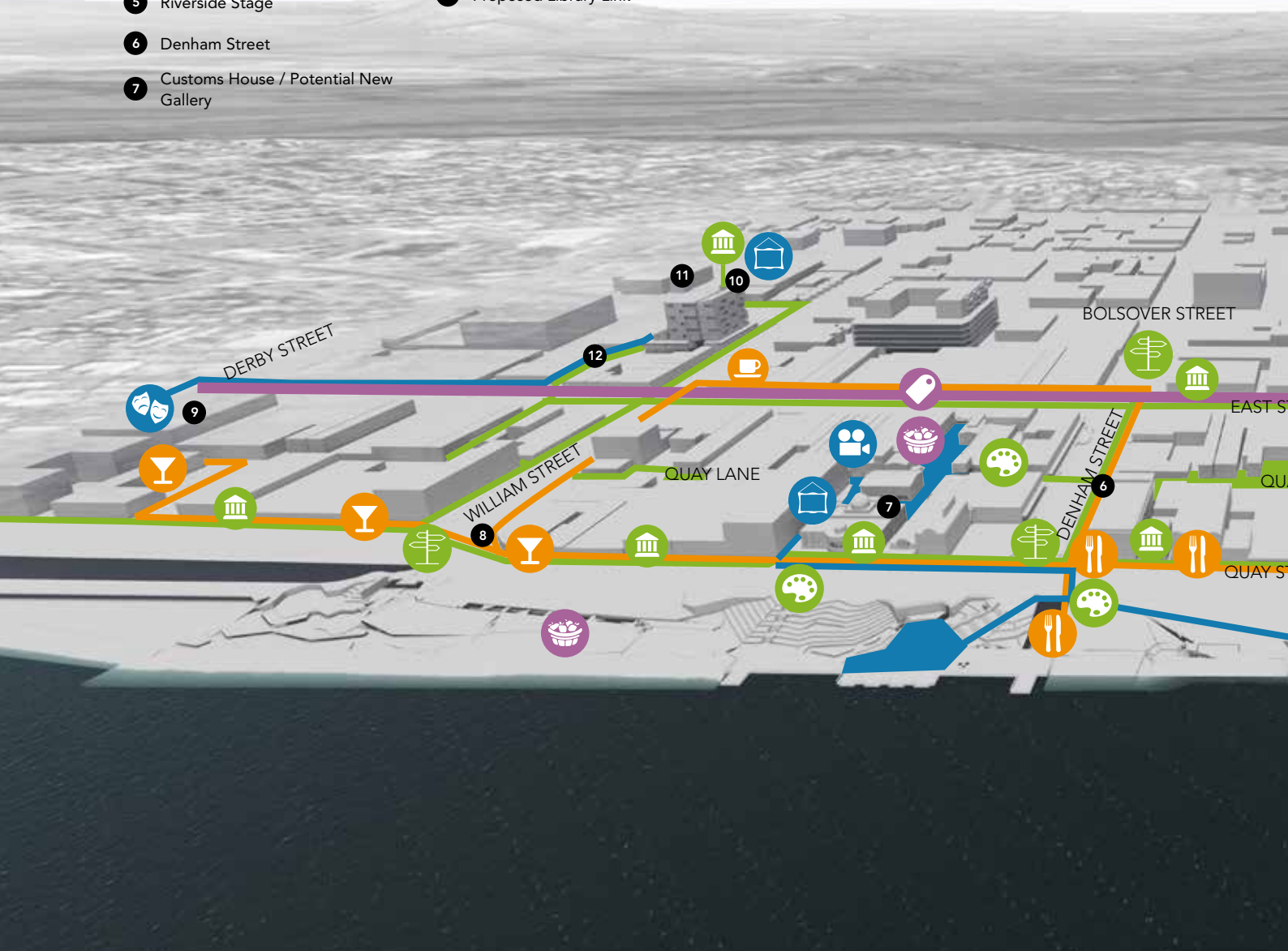


Digital totems that connect people to essential information, resources and safety by offering free wifi, information on nearby attractions, restaurants, retail and events, volunteering opportunities and community groups, public service announcements, maps, wayfinding, emergency alerts, meeting points and taxi beacons.

AN IDEA FOR DELIVERING A UNITED CULTURAL, ARTS + HERITAGE STORY EXPERIENCE FOR THE CBD OF ROCKHAMPTON

The illustration below provides a diagrammatic explanation of how the idea of tying existing destination attractions in the CBD together and supplementing these over time with additional features can create a single, powerful and clear network of urban experiences that is unlike anything else in the region. The communication, marketing and promotion of this united experience is central to its success in the long term.

- | | |
|---|------------------------------------|
| 1 Pilbeam Theatre | 8 After hours entertainment venues |
| 2 Current Art Gallery | 9 Walter Reid Centre |
| 3 Old Court House Investigation Area | 10 Rockhampton School of Arts |
| 4 Criterion Hotel | 11 Rockhampton Library |
| 5 Riverside Stage | 12 Proposed Library Link |
| 6 Denham Street | |
| 7 Customs House / Potential New Gallery | |



THE RETAIL EXPERIENCE

THE URBAN EXPERIENCE

THE ARTS + CULTURE EXPERIENCE

THE LIFESTYLE EXPERIENCE



Convenience Shopping



CBD Markets (periodic)



Local Emerging Retail



Heritage Architecture



Wayfinding / Story Marker



Public Art



Performance



Gallery / Art



Outdoor Event



Cafe



Dining



Bar / Brewery



PLACE MANAGEMENT + BRAND ROCKHAMPTON CBD

This two pronged effort harnesses the existing work and communication channels used by Council and pulls all strands together to create a single clear narrative about the heart of Rockhampton. To focus and drive the goals and desired outcomes of revitalisation, a dedicated CBD place management model will be implemented. These two efforts will work hand in hand to reposition the CBD in a new and positive way.

CURRENT STATUS

A “My Rockhampton” web site has been established to promote three themes, “Explore”, “Advance” and “Live In”. Place Management occurs in a non-coordinated way. Council is considering an appropriate organisational response to support the ongoing project management, place activation and commercial revitalisation of the CBD

KEY DELIVERY PRINCIPLES

- **Clear and Simple Messaging:** Intentional and consistent presentation of brand and identity will build value and create differentiation.
- **Consolidated Customer Experience:** The ability to deliver a consolidated experience that sets the CBD apart from its competitors will inspire loyalty and pride and drive visitation and use.
- **Technology Interface:** A well considered strategy will include both digital and traditional means of engagement.
- **Clear and Coordinated Point of Contact:** All matters that relate to the activation and improvement of the CBD including deployment of resources, maintenance and cultivating relationships can be managed through an agreed model.

STEPS TO DELIVERY

Brand

1. In the short term Council engage and work with external consultants and other CBD stakeholders to develop a fresh approach to externally and internally reposition the CBD.
2. Consultatively complete and implements a new brand approach and retail strategy in the short to medium term.
3. As a revitalised CBD emerges over the medium term launch a refreshed brand through major events and promotions to target markets.

Place Management

1. Council agrees and implement a place making organisational response in the short term.
2. Council works with CBD businesses to demonstrate and test alternative commercial place management models in the medium term.
3. A commercially based CBD place management model is agreed with CBD businesses in the medium term.
4. The new model is implemented by Council and CBD businesses in the longer term.

Redevelopment
Objectives
Achieved



Scale and Cost

Medium Scale
Medium Cost

Funding Source

Rockhampton Regional Council

Delivered by

Rockhampton Regional Council

Related Change
Making Projects

- A1j** Investigate **New Place Management Models** including a Business Improvement District Investigation
- A3f** **Expanded Free WiFi** — provide free WiFi to outdoor locations within the CBD Heart and to key hot spots
- A3h** Undertake a **CBD Digital Strategy** linked to wayfinding and a unified cultural, arts and heritage story experience
- B1a** Development of a **CBD Signage Suite** for all modes of transport including vehicles, pedestrians and cyclists as part of a wider Rockhampton strategy
- B2h** Development of a main **Tourist Information Centre** and a secondary digital information centre in the CBD
- C2h** **CBD Place Manager** — Engage a dedicated resource to focus on the CBD and its assets including maintenance, deployment of resources and relationships

ESTIMATED PROJECT IMPACTS — UPLIFT ON BASELINE GROWTH



421% INCREASE
in Day Trip Visitors



246% INCREASE
in Public Transport Service



210% INCREASE
in CBD Employment



211% INCREASE
in Overnight Visitors

PLACE MANAGEMENT DONE WELL

BRISBANE CITY COUNCIL

BCC led the way in Queensland with the establishment of Place Manager roles to advance coordinated, place-based economic development and precinct improvement strategies for both the Queen Street and Fortitude Valley Malls.

At various times, both these important civic, community and retail spaces have been overseen by a Council appointed Economic Development Board, Vision and Strategic Plan and program of capital works (to support revitalisation) and operational funding to deliver marketing and activation programs.

Local businesses and retailers pay a levy towards the delivery of these place-based activities.

PARRAMATTA CITY COUNCIL

Parramatta has adopted a Place Management approach to achieve a higher level of social, economic and environmental outcome for the public spaces throughout the City. A Place Manager and Operational Liaison Officer work together to coordinate key projects and initiatives across Council.

The Place Manager operates at the strategic level, and is tasked with building strategic partnerships between council, property owners, local businesses, state agencies and community groups. They also drive the design and delivery of local improvements and activation programs.

AN EXAMPLE FOR DELIVERING A STRONG BRAND


































The images below are visual examples of the North Sydney brand revamp. The North Sydney CBD was relaunched under a revitalised brand. The new brand followed a major review into North Sydney as a destination for business and residents that included workshops and interviews with local business leaders and community members. This uncovered the insight that North Sydney offered a unique work/life balance, which comes from combining the densest CBD in the country with leafy green harbour front surroundings that promote well-being. The strategy was brought to life through a creative concept centred on the tagline "Happiness works here". The concept has driven a content and experience-driven campaign opening up new ways to communicate with target markets and new partnerships with local workers and businesses.

































THE INTENTIONAL AND CONSISTENT PRESENTATION OF AN ORGANISATION'S BRAND WILL HELP TO DIFFERENTIATE THEM IN THEIR CHOSEN MARKETPLACE FROM THEIR COMPETITORS.

OTHER TRANSFORMATIONAL PROJECTS FOR INVESTIGATION

The following short to medium term horizon projects have been identified through the assessment as smaller more focused efforts that, individually and collectively can play a key role in incrementally driving change throughout the CBD. These projects can be initiated now and developed over the next 2–5 years as resources and budgets allow.

Project Name	Detail	Sub-Strategy Code	Alignment with Redevelopment Objectives
Street Art Capital of Regional Queensland Festival	Curation of a Laneway Art Program that embraces both contemporary and aboriginal art throughout the CBD.	C1o	    
Evening Activation and Trading Program	Develop a program for the CBD of evening events and encourage trading after hours in key focal locations.	A1i	   
CBD Green Awards	Establish award for local businesses and land owners who implement green initiatives in the CBD.	C2f	 
CBD Parklet Project	Temporary greening and activation of select parking spaces in the CBD as demonstration of the desire to place higher priority on greening of the city.	C2g	   
Creation of Eat Street Markets and Riverside Dining Precinct	Weekly pop-up kiosks F&B offer within Riverside precinct to drive interest, visitation and variety.	A1l	   
Military R&R Hub	Maximise annual military presence in the city by creating a central hub for personnel to gather, relax, connect and book tours and activities.	A1m	   
Façade Improvement Scheme	Expand the current scheme that has already been launched to enhance both heritage and contemporary façades in the CBD.	C3b	  
Grey-Nomad Priority Parking Zones	Identify and develop key locations in the CBD for dedicated grey-nomad parking and set down.	B2f	 
Laneway Activation Strategy	Prepare an activation strategy for the laneways of the CBD that includes potential incentive. This will encourage land owners with properties that engage with laneways to think differently about them as assets and consider introducing active uses to the laneway themselves such as coffee shops and other food and beverage offers.	C1b	    

Project Name	Detail	Sub-Strategy Code	Alignment with Redevelopment Objectives
Place Activation Policy Upgrade	Remove unnecessary barriers and red-tape that discourage community and groups from activating the public realm.	C1c	  
Public Art Strategy and identification of strategic locations for iconic public art	Develop a public art strategy to inform the delivery of an integrated public art and place story experience for the city.	C1i	   
Renew Rockhampton Project	Replicating the successful model used by cities such as Newcastle, roll out a program to drive the utilisation and activation of currently vacant and disused buildings in the CBD.	A1h	     
Rockhampton Second Storey and Building Stock Review Project	Undertake an inventory of heritage buildings in the CBD to identify and encourage conversion to 2nd storey living opportunities.	A2b	  
Streetscape Design Manual	Establish detail, hierarchy and rationale for all street treatments within the CBD.	C2a	     
Venture Capital Program	Identify venture capitalists and create vital networks to support start up businesses in Rockhampton.	A3d	  
CBD Wayfinding / Signage Suite	Deliver a signage strategy for all modes of transport including vehicles, pedestrians and cyclists as part of a wider Rockhampton strategy.	B1a	  
Central Cycle Centre	Deliver a Central Cycle Centre to promote and encourage cycling as a mode of transport to and from the CBD.	B2d	 

MEDIUM TO LONGER-TERM PROJECTS

The following projects have been identified through the assessment as initiatives and measures that will require more time and development prior to delivery. These projects will continue to drive change in the CBD and support early investment and focused measures proposed in the 'catalytic' and other projects. The delivery of these projects is likely to be in the 10-15+ years cohort and will require further detailed investigations, review and analysis prior to commencement.

Detail	Sub-Strategy	Scale + Cost	Funding Source	Current Status	Next Steps	Delivery By
Jetty / River Activation & Tourism						
Development of an all-abilities, all-tide Jetty along the Fitzroy River between Denham Street and Derby Streets. This will provide the opportunity to further activate the Fitzroy River and riverbank and build on the intent of the fishing and recreation strategy adopted by Council.	A1k	Medium Scale	State Gov.	The 'Recreational Fishing Development Strategy' identifies the need for a Rockhampton City jetty upgrade.	<ul style="list-style-type: none">• Site investigation and condition assessment of current infrastructure.• Complete pre-feasibility/Concept Plans/Prepare full feasibility study project brief & documentation to investment ready.• Application for funding for proposed development.	RRC / State Gov
	B2i	High Cost	Council			
Streetscape Upgrades Stage 2 William Street						
William Street as a key CBD arrival route will focus on upgrades to pedestrian comfort. The creation of a shady and green connection that provides solar and all weather protection into the CBD, building on existing profile with an emphasis on central median planting. This project will drive increased walking and general amenity, supporting a range of other initiatives such as CBD living. It will play a key role in the gradual culture change needed in addressing parking patterns and behaviours.	C2c	Large Scale Medium / High Cost	Council State Gov.	To be considered after the implementation of Stage 1 streetscape upgrades involving the extension of treatments along East Street and Denham Streets.	<ul style="list-style-type: none">• Streetscape Design Manual to guide the conceptual elements for this project.• Feasibility study/detailed designs.• Staged delivery program to investment ready.	RRC
Re-purpose Bolsover Street and Alma Street						
Re-purposing of Bolsover Street and Alma Street to encourage more favourable commuter conditions into and out of the CBD. Heavy vehicles to be redirected from Bolsover Street to Alma Street, to improve safety along Bolsover Street. Green medians to be introduced into Bolsover Street.	B1c	Large Scale High Cost	All Gov'ts	Initial meeting with DTMR in relation to this proposal and possible Alma Street / Fitzroy Street reconfiguration. This proposal is achievable subject to final concept plans etc. Streetscape Manual to guide the conceptual elements for this project	<ul style="list-style-type: none">• Streetscape Design Manual (is an addendum of the CBD Redevelopment work).• Initial meeting with DTMR in relation to this proposal and possible Alma Street / Fitzroy Street reconfiguration. This proposal is achievable subject to final concept plans etc.	RRC

Detail	Sub-Strategy	Scale + Cost	Funding Source	Current Status	Next Steps	Delivery By
Government offices into the CBD						
Partnership between all levels of government to encourage an increased government presence into the CBD. Increasing workers into the CBD will generate activity and further leverage off current projects being undertaken.	A1n	Large Scale High Cost	All Gov'ts Private	The Rockhampton Region Planning Scheme encourages administrative offices into the CBD. Council is in the process of increasing staff numbers in the City centre. Further negotiation is required with State and Commonwealth Governments.	<ul style="list-style-type: none"> Council advocacy promoting decentralisation of state and federal services to Regional Capitals. Site investigation. Site acquisition (if required). Feasibility assessment and funding. 	All Gov'ts
Streetscape Upgrades Stage 3 Derby Street and Archer Street						
Derby Street: Derby Street as the southern access entry into the CBD. Archer Street: Archer Street, providing for CBD arrival focused on pedestrian comfort. Shady and green connections that provides solar and all weather protection into the CBD, building on existing profile with emphasis on central median planting.	C2e	Large Scale Medium/High Cost	RRC	To be considered after the implementation of stage 2. Streetscape manual to guide the conceptual elements for this project.	<ul style="list-style-type: none"> Streetscape Design Manual — an addendum of the CBD Redevelopment Framework. Feasibility study/ detailed designs. 	RRC

IMPLEMENTATION + DELIVERY

The Redevelopment Framework brings together Council's ambitions for the Rockhampton Region, with a strong focus on making use of the organisation's resources to grow the economic, social and cultural capital of the city.

This action-driven approach to delivery is underpinned by 4 delivery areas:



TAKING A PLACE-MANAGEMENT APPROACH

Building upon the cultural change platform implemented in 2016, Council will implement the necessary governance structures and program interventions to promote collaboration within and between business units and service areas.

PREPARE AN IMPLEMENTATION PLAN 2017-2020

This plan will be developed by the Place Manager, in close consultation with Executive Leadership Group. The focus of this 3 year plan will be to make effective use of existing Council capital and operational funds, as well as securing 'growth funding' from government and other sources. It will have three key elements:

- Project Delivery — initial focus on Enabling Projects including costings
- Investment Strategy — targeting new/expanded capital and operational funding sources
- Stakeholder Engagement — securing robust and effective B2B relationships

IMPLEMENT A CBD PLACE MANAGEMENT MODEL

Council will appoint a Place Manager for the Rockhampton CBD. This senior position will be responsible for:

- Continuing to build a positive relationship with business, development and community sectors, through a 'solutions focussed' approach to place management and activation;
- The delivery of agreed priority projects contained in the endorsed Redevelopment Framework Implementation and Stakeholder Engagement Plan;
- Establishing a team-based culture which promotes collaboration and shared problem solving;

- Undertaking a review of current policies and practices within Council and address any possible barriers to the full implementation of the Redevelopment Framework;
- Monitoring and reporting on KPIs for delivery of the Redevelopment Framework, as well as quarterly reviews on level of collaboration and co-delivery of programs and investment by Council teams.

INVESTIGATE ALTERNATIVE PLACE MANAGEMENT MODEL APPROACHES

This model of local economic development is driven by local business and stakeholders in a local centre or downtown. Participants agree to a program of activities and local capital improvements (e.g. streetscape, marketing, activation) to grow visitation and spend. Successful examples of BIDs from the United States will cite strong local leadership, and an initial program of financial and other support by local and state governments during the start-up phase. In Australia, the work of local Chambers of Commerce and Brisbane City Council's Suburban Centre Improvement Program (SCIPs) provide the closest working examples.

For Rockhampton CBD, this project should be progressed in close consultation with local stakeholders as part of the Place Management Approach, to test the expected level of interest in a business-driven approach.

2

WORKING IN PARTNERSHIP

There is strong recognition by stakeholders that for the framework to succeed and for the CBD to “be a dynamic place that is thriving, sustainable, connected and memorable”; government, business and the community will need to work together.

Council is committed to achieving this by:

MAKING A COMMITMENT TO STRATEGIC PARTNERSHIPS

Council will adopt a new partnership approach. This new strategy will detail Council’s commitment to working in partnership with government, business and community to attract investment, and deliver economic, social and environmental outcomes for the city. It will identify key partnership opportunities including:

- Partnering with state agencies to deliver required statutory planning and investment incentives to support ongoing renewal and revitalisation of the CBD
- Partnering with Regional Development Australia Rockhampton and other peak bodies and networks to facilitate access to national funding programs and other federal initiatives
- Partnering with private industry and the community sector to develop a shared commitment and responsibility for progressing required changes identified within the CBD Redevelopment Framework and other adopted economic development priorities

It will also set out a concise business case framework for parties interested in partnering with Council. This framework will articulate requirements in relation to allocation of risk, need to demonstrate a positive return on investment for the city, commercial-in-confidence considerations and application of development incentives.

ESTABLISHING A CBD REDEVELOPMENT STEERING GROUP

Working closely with the CBD Steering Group and the key stakeholder involved in the development of the Economic Action Plan 2016-2020, Council will establish a CBD Redevelopment Steering Group. The Group will meet for an initial two year period, working to advance the delivery of the Catalyst Projects.

CONTINUE TO MARKET ROCKHAMPTON CBD AS ‘INVESTMENT READY’

Consistent with regional marketing and branding strategies, Council will promote the CBD as investment ready through embedding key messages in regional marketing and branding strategies, as well as creating CBD-specific tactics which address Rockhampton’s competitive advantage against other regional cities.



3

UNLOCKING THE VALUE OF THE CITY'S EXISTING ASSETS

ESTABLISH A MARKET LED PROPOSAL FRAMEWORK

Actively seek private sector and community partners to redevelop and/or activate underutilised government and Council-owned or managed assets. To assist this process, Council will implement the following:

- Identify potential assets or sites for activation/ renewal (from the Redevelopment Framework)
- Undertake market-sounding process (to test approach and proposed sites)
- Call for EOI for Market Led Proposals
- Assess proposals against agreed program criteria
- Select projects for project facilitation through Council's economic development program

DEVELOP METHODOLOGY TO MEASURE REAL RETURN ON INVESTMENT

Using the Quay Street and Riverfront Projects as demonstration projects, Council will assess the direct and indirect benefits of CBD focussed investment to deliver social and economic benefits to business, the city and the region. This research will be important to build support for ongoing investment and programming in the city centre.

The findings of this research, could be used to support future funding applications and advocacy campaigns.



4

PRIORITISING ACTION AND INVESTMENT

The Rockhampton CBD Redevelopment Framework has been prepared during a period of constrained public sector funding and government concern regarding the long-term financial sustainability of local governments. For Rockhampton and the Central Queensland Region, it is also a time of opportunity with major defence, tourism and resource sector projects under consideration or recently approved.

Council's key challenge is to lead the community through this time of significant change, and to ensure the city is well-positioned to best capture long-term benefits from these projects.

PUBLISH THE IMPLEMENTATION PLAN

As a follow-on to the launch of the Rockhampton CBD Redevelopment Framework, prepare a detailed Implementation Plan with a detailed focus on programming and prioritising over the next 5 years.

SET OUTCOME TARGETS AND CELEBRATE SUCCESS

Publish regular newsletters and updates towards achievement of the Rockhampton CBD vision. Full review of the strategy should occur every four years, to check progress and adapt strategies to meet any changes in the policy context and/or market conditions.

Reporting should occur through CBD Redevelopment Steering Group, established reference group, as well as normal Council Committee arrangements.

