



JUMP START our City Heart



**A Gladstone Regional Council
Initiative to Revitalise our CBD**



Photo courtesy of GAPDL





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Foreword

Gladstone Regional Council is creating the Jumpstart our City Heart Urban Renewal Strategy to guide future development and new social, economic and environmental opportunities for Gladstone's Central Business District (CBD).

What is the purpose of a renewal strategy?

The purpose of a renewal strategy is to identify future projects and tasks for implementation in order to help revitalise a specific area. These documents look to provide a long-term vision for the built environment of a community, and focus on providing attractive destinations, a choice of retail development and services to the area, as well as promoting economic activity.

The Draft Jumpstart our City Heart Urban Renewal Strategy proposes a number of changes to both the physical landscape of the CBD and Council's regulatory regimes, in order to assist the successful growth and sustainability of the City heart.

Why a renewal strategy for the Gladstone CBD?

The Gladstone CBD has been identified as the Principal Centre for the Gladstone Region within the Gladstone Regional Council Planning Scheme 2015. In turn the CBD is expected to provide a highly concentrated mix of uses including higher order retail, commercial, employment, residential, health services, administrative, community, cultural, recreational and entertainment activities, which far exceed those services offered in smaller centres.

The CBD currently contains the majority of the Region's hotels, motels, government services, banks, building societies and commercial services, however, parts of the CBD have undergone limited changes in recent years, with a number of vacant sites remaining undeveloped.

Like many other regional centres, Gladstone's CBD has experienced a decline in vitality due to the development of large suburban shopping centres external to the CBD. Whilst these developments have been necessary to cater for population growth within the Region, they have inevitably impacted upon the CBD both economically and socially.

The current Gladstone CBD and Waterfront Redevelopment Project has previously provided a strategy for the revitalisation of the CBD, however, given this strategy was completed for the former Gladstone City Council in 2006, it was considered prudent to revisit and update the long-range vision for the development of the CBD. This has been done to ensure that the CBD functions in accordance with the community's up to date needs and aspirations.



Community Inclusiveness

Jumpstart Our City Heart Urban Renewal Strategy continues to strengthen Council's commitment to promoting and supporting community inclusive opportunities, in which people from all sorts of backgrounds (regardless of their cultural, social or religious beliefs) are highly encouraged to participate, collaborate and contribute. The Strategy aims to capitalise on identified community diversity strengths represented in:

- Regional Diversity
- Cultural Diversity
- Environmental Diversity
- Economic Diversity

Jumpstart our City Heart Vision

‘The Gladstone CBD is a vibrant City Heart destination, playing and learning from its unique heritage to allow dynamic opportunities for residential living, active business uses, engaging entertainment and cultural activity for all.’

Key Objectives

The key objectives of the strategy are to encourage urban renewal and the revitalisation of the city centre by:

1

Re-establishing Goondoon Street as Gladstone's main street by improving economic and development opportunities within the CBD.

2

Creating a unique identity for the CBD and achieving a sense of arrival.

3

Recognising the city's heritage as an important asset and improving the quality of public spaces and streets.

4

Creating a CBD destination that provides entertainment for the entire Gladstone Region.

5

Investigating alternative transport options for ease of access into and throughout the CBD.

6

Converting grey space to green space and improving connectivity to active open spaces.

7

Preparing an Implementation Plan with clear actions and direction to support the strategy over the next 10 years.



Section One:

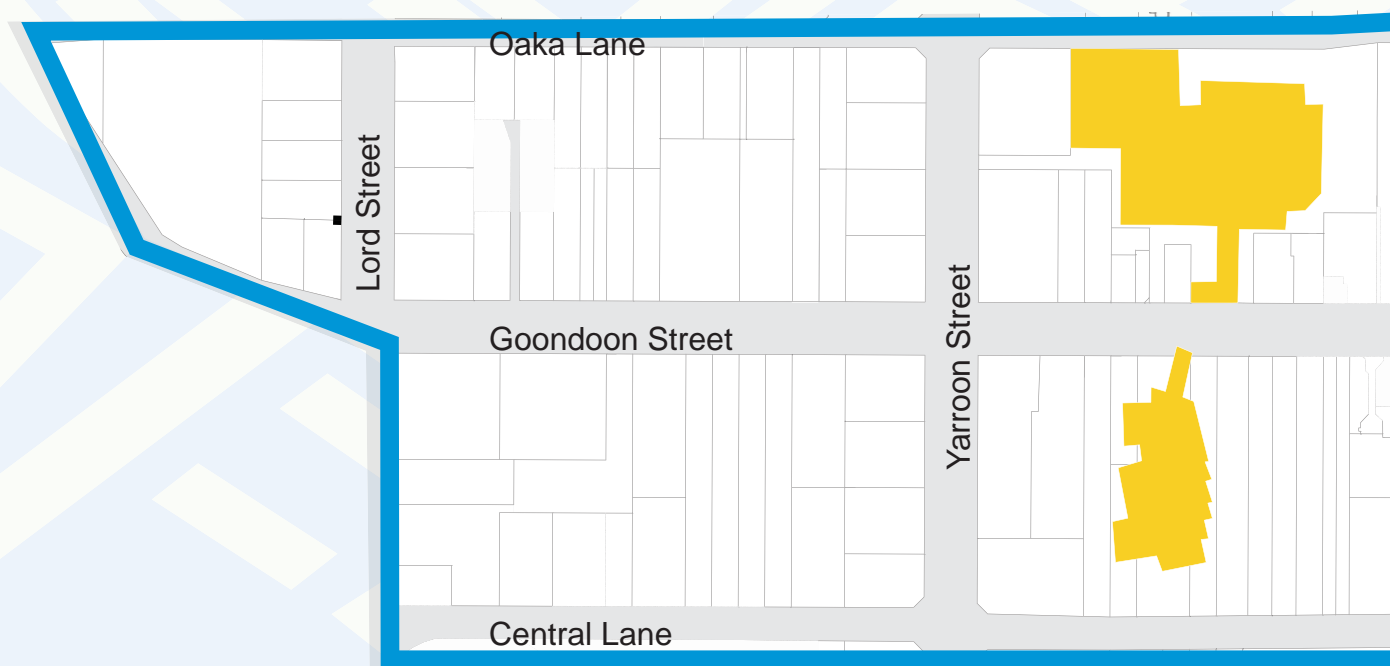
Introducing Gladstone's CBD

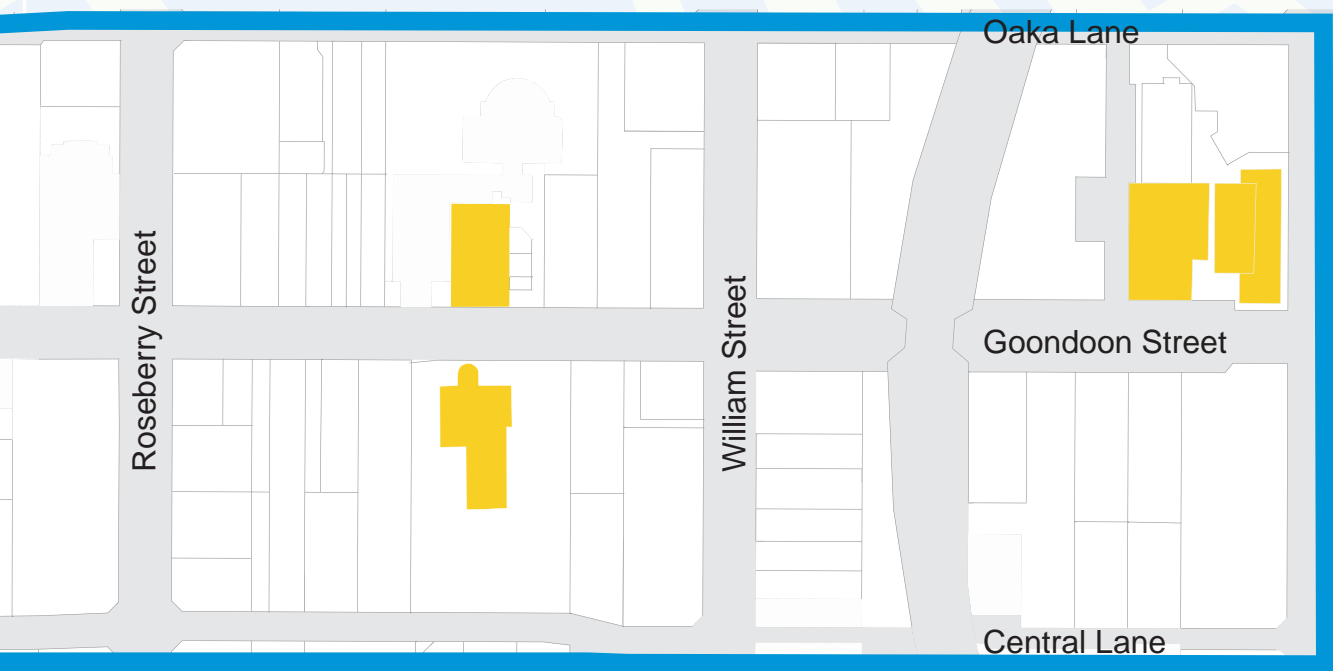


Photo courtesy of GAPDL

Scope Area

The CBD Urban Renewal Strategy will focus on the areas bounded by Bramston Street, Lord Street, Central Lane and Oaka Lane. Provision will also be made to review renewal opportunities along Flinders Parade given its relationship with the Gladstone Harbour. The proposed scope area includes the entire area incorporated within the Principal Centre Zone as defined by the Gladstone Regional Council Planning Scheme.





 Key CBD Anchors

The CBD Context

The Gladstone CBD is defined as the Principal Centre for the Gladstone Region and should act as an attractive destination where residents can live, work, shop and play. The following analysis explores the multi-faceted nature of the CBD in its current form in order to better understand its position at this present point in time.



Local Business

Local business within the CBD offers a boutique shopping experience, altogether different to that of a shopping mall.

Although the city centre contains the major banking institutions, the majority of shops, restaurants and offices are locally owned and/or operated businesses. This pattern of development promotes a unique Gladstone CBD which has, to date, generally refrained from the population of chain stores and franchises.

Whilst there are several well established businesses within the city centre, business growth within the Gladstone CBD is strained in the current economic climate. The city centre is faced with several available tenancies, with other businesses ceasing trade in search of increased foot traffic, higher turn overs and affordable rents.



Entertainment, Arts and Heritage

The Gladstone Entertainment Centre lies in the heart of the CBD, acting as the focal point for the provision of year round entertainment for the Gladstone Region. This is supported by the surrounding night time entertainment options including restaurants, bars and night clubs.

The CBD is also home to the Gladstone Regional Art Gallery and Museum, which is situated in Gladstone's historic Town Hall. The Gallery and Museum contain a vast array of artworks and historical artefacts, and also plays an important part in the design of historical artwork throughout the city centre, including the Oaks Hotel and Library Square artworks.

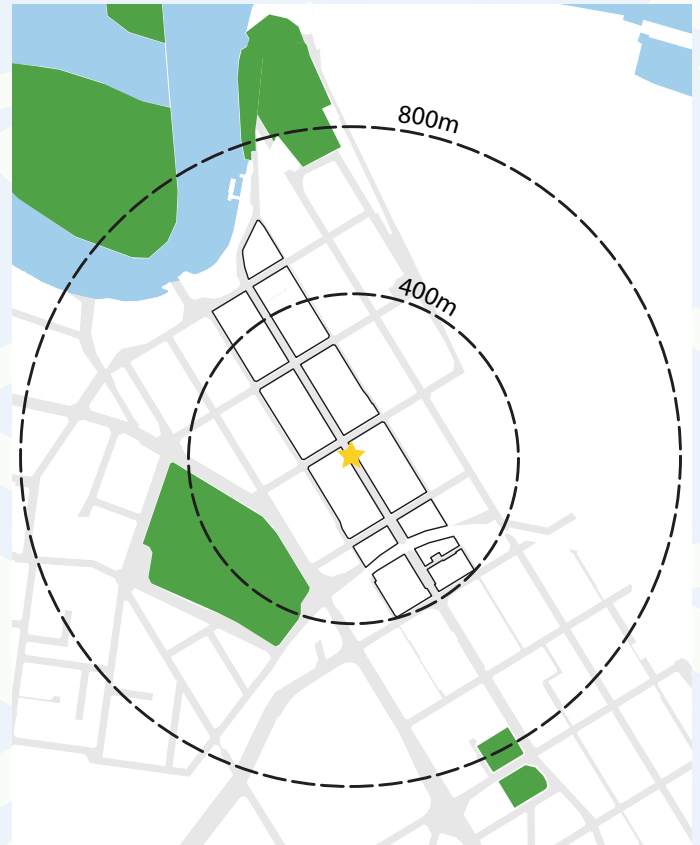
Gladstone's heritage is preserved along Goondoon Street by a number of historically significant buildings, which allows the community to appreciate and understand how Gladstone has developed into what it is today. Such buildings include, but are not limited to, the Town Hall, the Commonwealth Bank (former), Council Chambers, the Grand Hotel, Kullaroo House and the Old Gladstone Post Office.



Transport and Accessibility

The CBD has been constructed along a functional grid network of streets to assist in legibility, and connectivity to the city heart, Auckland Creek, Hanson Road and the Valley. These connections are currently constrained by narrow road widths and a dependency on private vehicle usage, resulting in perceived parking issues within the CBD. The CBD also has the benefit of containing two laneways that could be better utilised as rear lane access to service the main street.

There is currently provision for public transport into the CBD, however this is limited to the 2 loops servicing the area. These services run on a two hourly basis between 9am and 5pm, rendering this transport option as inconvenient for those community members working full time hours in the CBD. In addition to this, there is an avoidance of active transport due to the topography of the CBD, lack of shade and end of trip facilities. Disabled access throughout the CBD is also limited by a lack of suitably located disabled parking spaces and uneven paving that results in slip and trip hazards.



Open Space and Recreation

Being an urbanised city centre, the CBD itself does not contain an expanse of green open space. Fortunately, the CBD is bordered by extensive areas of open space within walking distance of the city centre.

Through visual relationships with the Gladstone Marina, East Shores, Auckland Hill, Memorial Park, Apex Park and Anzac Park, there is adequate provision of open space within close proximity to the CBD. However, the key pedestrian connections between the CBD and these areas of open space require improvements to maximise the use of these outdoor areas at the CBD's fringe. Furthermore, this reinforces the ability for these open space areas to be further developed to take advantage of this proximity.

The city centre also incorporates a passive recreation space within Library Square, which compliments the Gladstone Library, and the history of Gladstone through educational art installations.

Challenges

The key challenge for the Gladstone CBD is getting people in and keeping them there.

The CBD does not function as a destination, as it should, and once people arrive within the CBD it offers little in the way of a positive presence and environment to keep them there outside of work hours.



Lack of Presence

Whilst the CBD should function as the intended commercial hub for the Region, there is a lack of active uses at ground level, such as shops, restaurants and bars, to sustain a presence outside of the weekly 9 to 5 business operations. The CBD also lacks centralised public recreation areas, and is challenged by a vast amount of underutilised areas and vacant land.



Topography

Goondoon Street runs through the centre of the CBD, and is characterised by a large hill, crowning at the intersection of Roseberry and Goondoon Streets. The steep nature of the main street creates challenges for development through increased costs, and creates issues for disabled access. The topography also reduces the desire for pedestrian traffic, particularly during the summer months given the lack of shade.



Concrete Jungle

The CBD is dominated by concrete/paving and lacks vital areas of landscaping and vegetation. The lack of greenspace within the CBD hinders the ability to provide an inviting passive recreation space for the community, and results in an uninviting urban environment.



Accessibility

Accessibility within the CBD is consistently challenged by a lack of disabled car parking and ease of access, as well as appropriate wayfinding and directional signage. The success of the CBD is also challenged by the community view that there is limited available car parking, which raises the following questions:

1. Is there an actual lack of available car parking in the CBD?
2. Is there adequate parking, but not enough signage to advise people of its location? or
3. Do we as a community need to change our perceptions of 'if there isn't a park out the front of where I need to go, then it isn't worth going'?

Opportunities

The Gladstone CBD already contains the fundamental platform for future renewal.

There is real opportunity to maximise upon its existing heritage and unique character through the provision of its heritage buildings and unique location overlooking the Port of Gladstone.



Solid Foundations

The CBD offers solid foundations for a thriving city heart, with key commercial and entertainment anchors including the Council Chambers, Library, Entertainment Centre, Art Gallery and Museum all located within the city centre. There are now opportunities to further develop the city centre, drawing from these existing attractors and developing areas of vacant land with unlocked potential.

Gladstone Owned

The Gladstone CBD is home to a range of locally owned and operated shops and businesses, providing a point of difference to the surrounding franchise operated shopping centres. There is an opportunity to capitalise on this and develop the CBD into a local centre that provides a different flavour to that of its surrounding competitors.



Landscape Values

The centre of the CBD is located on the crest of a hill, capitalising on its natural breezes and the views overlooking the Gladstone harbour. Its main street culminates near the mouth of Auckland Creek, which offers the potential for connection onto a key waterfront and established East Shores Precinct. The CBD is also within proximity to several parks, providing potential for improved links and connection.



Heritage

The Gladstone Region takes pride in its heritage, and is fortunate enough to contain heritage themed artwork and several historically significant buildings within the CBD which pay tribute to the historical times gone by. The Gladstone CBD also has the opportunity to lend itself to the history and heart of the Bailai, Gooreng Gooreng and Toolooa Aboriginal tribes.

Tourism

The Gladstone CBD is at the door step of the new Cruise Ship terminal, which provides the City centre with the opportunity to embrace the 2000 (approx.) cruise ship passengers visiting the Region. Tourism is a relatively new attractor for the CBD and can be capitalised upon to help boost economic development.



Community Engagement

The Jumpstart our City Heart community engagement initiative encouraged both Stakeholders, and the wider community to have their say in the future renewal of the Gladstone CBD.

Community Engagement Events

As part of this initiative, two separate events were held, focusing on immediate stakeholders first, and then the community as a whole. Online engagement also occurred for a period of three months to ensure the wider community had the opportunity to have their say.



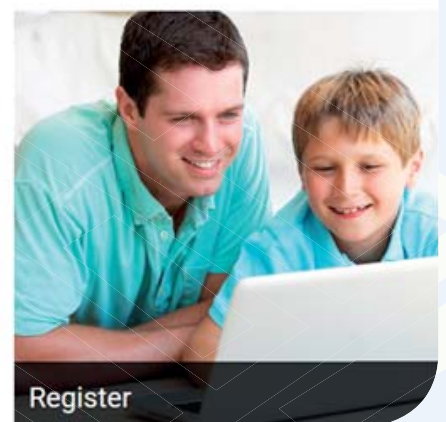
Event 1 - Stakeholder Workshop

Location: Gladstone Entertainment Centre
Date: 3 December 2015
No. Participants: 37



Event 2 - Jumpstart our City Heart Community Engagement Expo

Location: The Grand Hotel
Date: 21 January 2016
No. Participants: Approximately 150



Event 3 - Online Platform: Bang the Table

Location: Online

Date: 21 January 2016 to 30 April 2016

No. Participants: 101

A full review of the feedback received through community engagement outlined key reoccurring ideas for the future renewal of the CBD, along with a comprehensive list of the challenges and opportunities that are currently recognised by the community. These key ideas have been categorised into several guiding principles for the future renewal of the CBD.



Section Two: Transformative Projects



Photo courtesy of GAPDL

Urban and Economic Transformation

Urban and Economic Transformation

Urban and economic transformation projects will provide avenues for economic stimulation and increased urban growth. These transformation projects will be achieved through the development of specific initiatives relating to the CBD in its entirety and also at a smaller precinct level.

The transformation projects will promote the activation of the public realm, redevelopment of privately owned sites, provision of parks and landscaped greenspace, and improvements to access and wayfinding. Transformation projects will also stretch to encompass the investigation of specific economic and social initiatives that could assist in the stimulation of economic growth and positive change.

The ultimate success of these projects will benefit greatly from both Council initiative and public ownership. Ownership is encouraged from local business, residents from throughout the Region and local community groups.

Guiding Principles

There are eight guiding principles, which will influence the future revitalisation and creation of a vibrant city heart within the Gladstone CBD and its new precincts, created as a result of both community and stakeholder engagement.

These principles act as the overarching drivers for transformation, resulting in specific tasks for delivery by various sections across Council, and outside Stakeholders.

Guiding Principles for Transformation



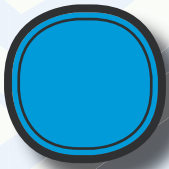
Development Opportunity and Promotion

Land is to be appropriately zoned and adequately serviced to encourage economic development within the CBD, and initiatives put in place to promote the development of new active uses.



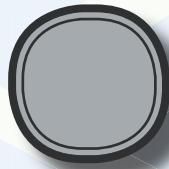
Economic Viability and Diversity

Support existing and encourage new local business to provide a variety of retail and commercial uses in the CBD in order to provide increased vibrancy, consumer choice, diverse services and job opportunities.



Uniquely Gladstone

Develop and promote the unique character and identity of the Gladstone CBD through a variety of artworks that reflect the vision for its future.



Heritage and History

Future growth and development within the CBD protects and enhances heritage places and promotes the history of the Gladstone Region.



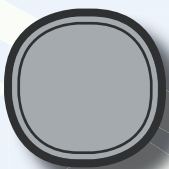
Living Where You Work

Provide a mix of residential developments within the CBD to encourage residents to live in proximity to where they work, support local business, and enhance day and night activity.



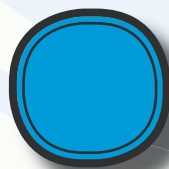
Entertainment and Culture

Promote a vibrant and lively arts and entertainment precinct, catering for all cultures and interests, that takes advantage of both day time and night time events and entertainment.



Transport Access and Connectivity

Improve accessibility to and throughout the city centre, and provide easily accessible car parking, whilst prioritising/encouraging active and public transport to reduce private vehicle dependency.



Open Space and Recreation

Provide areas of well-designed and functional open space for both passive and active recreation, characterised by green spaces with natural features.

Revitalisation of the Entire CBD

The Gladstone CBD will be transformed into a vibrant City Heart destination that Gladstone residents will value and enjoy, and visitors will remember.

Key Initiatives for the Entire CBD

- Economic Encouragement and Branding Plan
- Wayfinding and Signage
- Transport
- Creating Vibrant Streetscapes
- Open Space and Connectivity
- Art and Heritage

The renewal strategy seeks to ease some of the challenges currently restricting the successful development of the entire CBD. Renewal initiatives will focus on building upon the existing wins achieved by Council, local business owners and the community and forge ahead with development and economic growth.

#Jumpstartourcityheart Branding Plan and Economic Encouragement

A branding plan will be developed, which will specifically aim to promote further economic development within the Gladstone CBD. The plan will outline that the Gladstone CBD is open for business, and encourage developers, and entrepreneurs to develop or invest in the City centre. The plan will advise of the reductions in the levels of assessment within the new Gladstone Regional Council Planning Scheme that have been made to encourage new development and outline specific development and regulatory incentives to entice further development of the City heart. These incentives may include items such as a reduction in infrastructure charges when using local labour for construction, assessment processing times and potential rate reductions when meeting specific development requirements.



Creating a Vibrant Streetscape

Street improvements, particularly to pedestrian areas and intersections will generate greater levels of amenity and support increased movement along Goondoon Street. A revitalised CBD will incorporate streetscaping and public realm improvements that focus on providing wide open footpaths with covered awnings for the provision of a shaded pedestrian environment. Footpaths are to clearly portray the full extent of the City Heart to assist in outlining its unique identity. Paving is also to address existing trip hazards to ensure safe pedestrian mobility. Extensive streetscaping will be undertaken with a full overhaul of existing landscaping and associated irrigation services to introduce more greenery and natural features into the CBD.

Features including at grade outdoor dining and active ground floor uses occur for the full extent of Goondoon Street to ensure an active vibrant streetscape. These uses should be complimentary to each other and include both day and night time activities to encourage an active streetscape at all hours.

Transport

One of the most common themes to develop from the community engagement process was transport (private vehicles, public transport, pedestrian and cycling) and access. In recognising these themes, raising awareness of parking availability in the CBD is prioritised as part of the renewal strategy and additional areas for public parking have been suggested. The provision and timing of additional public car parking, intersection upgrades and road and laneway widening will require further investigation by Council, and will be considered as part of the strategy. The CBD has the potential to support improved public transport opportunities and changes may be implemented in cooperation with the State Government.

A Heritage Trail

The location of the Gallery and Museum in the Gladstone CBD provides revitalisation opportunities to use this key area as an anchor for a heritage trail through the CBD. As the historic Town Hall is located at the entrance to the CBD, the Gallery and Museum provide an important wayfinding and navigation point for the commencement of a heritage trail. The red dots on the map below provide an indicative outline of the proposed trail.



Open Space and Connectivity

The Gladstone CBD's location provides an exciting opportunity to maximise natural connections to some of the incredible open space areas currently available within the Gladstone Region. With unique open space areas such as East Shores, Auckland Point, the Gladstone Marina Parklands and Memorial Park within close proximity to the City centre, key pedestrian and cycle connections are to be incorporated into the revitalisation of the CBD.

These connections will aim to improve pedestrian safety and accessibility through a complete shared footpath network, and will look to provide recreation/exercise routes to promote pedestrian activity. To ensure all year round connectivity, both structural and natural shading will be incorporated into the network.

The section of the main street located between Yarroon and Lord Street is proposed to have both a harbour arbour and tree boulevard to encourage pedestrian connectivity and movement down to the waterfront.



Street Trees and Landscaping



Heritage Trail Stops



Roads



Precinct Revitalisation

The revitalisation of the CBD seeks to focus on delivering specific improvements through the creation of unique precincts within the City Centre. These precincts have been designed to play on their individual strengths and deliver a specific product to the community.

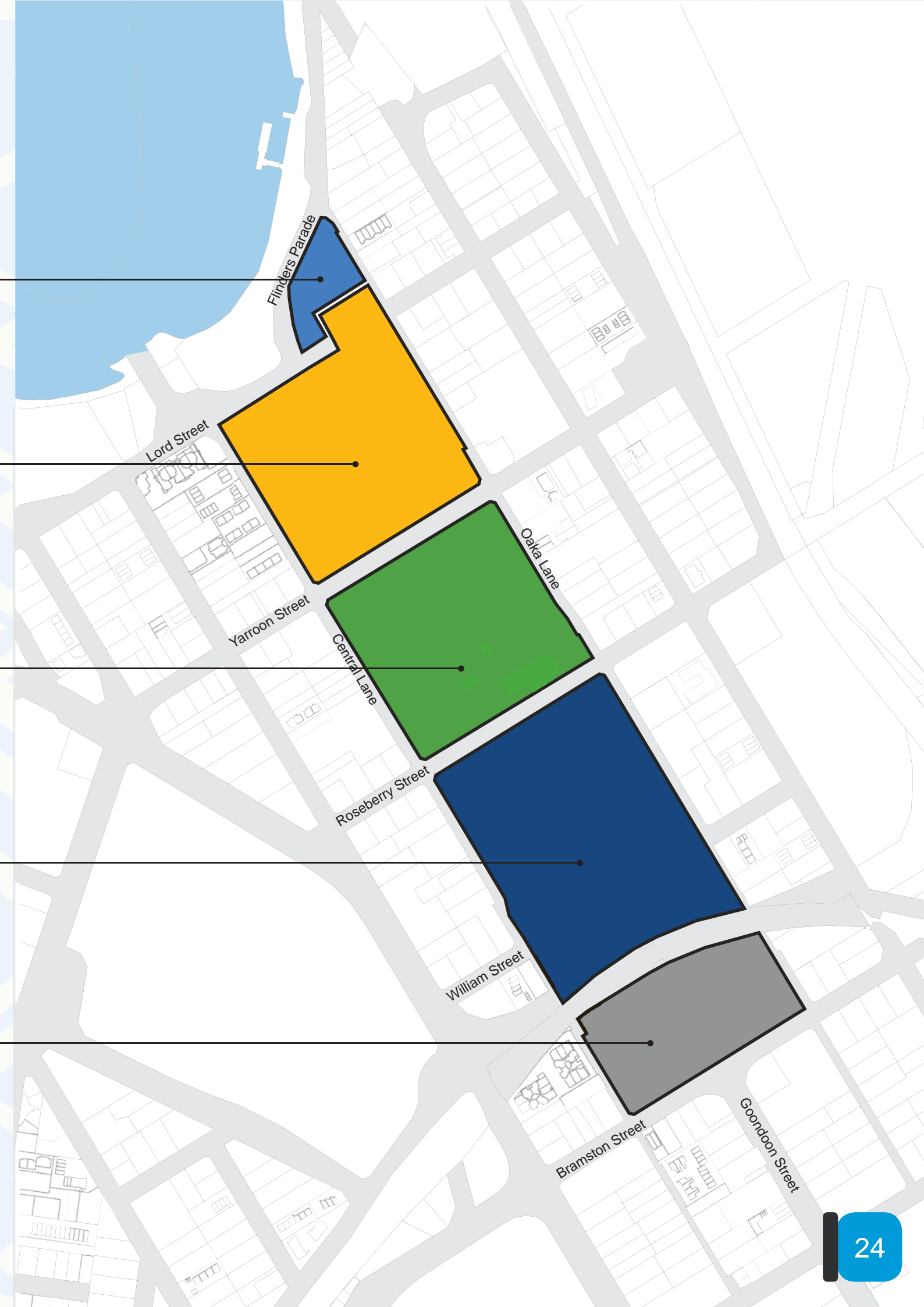
Waterfront Dining Precinct

Mixed Use Residential Precinct

Entertainment Precinct

Business Precinct

Community Hub Precinct



Flinders Parade

Lord Street

Yaroon Street

Central Lane

Oaka Lane

Roseberry Street

William Street

Bramston Street

Goondon Street

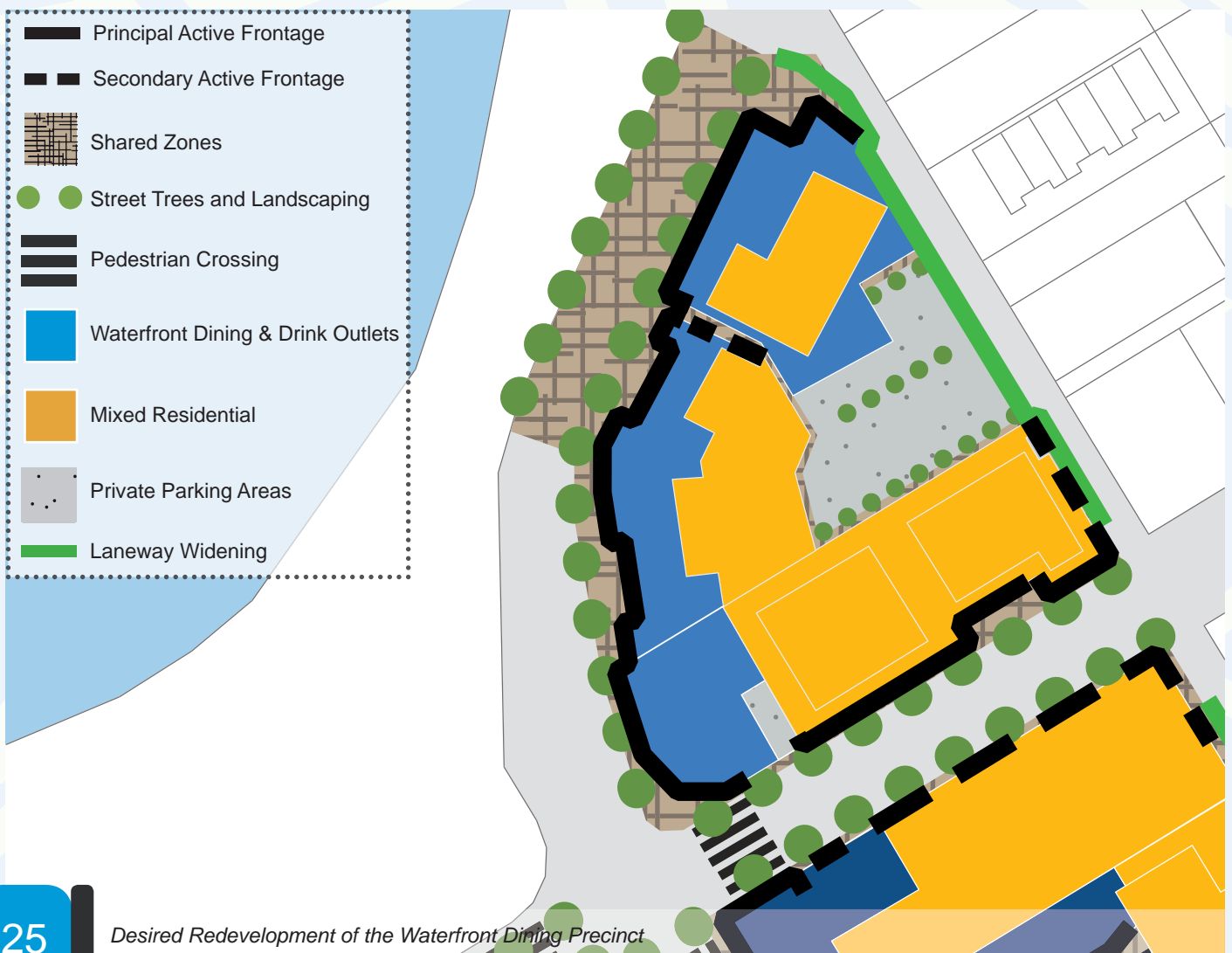
Waterfront Dining Precinct

The precincts' proximity to Auckland Inlet makes the site an attractive destination for those with an appreciation of our natural environment. It seeks to incorporate those uses which will maximise the potential of its proximity to the water.

Key Initiatives for the Precinct

- Active Ground Uses
- Increased Residential Presence
- An Equal Street

Development of the precinct will capitalise on the outlook from each tenancy over Auckland Inlet from all levels of development. The precinct will focus on providing active ground floor uses predominantly consisting of wide footpath dining with views over the water, and may also provide residential opportunities above ground level. Development of this Precinct, while small in nature, will provide key connections from the City centre through to East Shores, and should be developed in conjunction with the Gladstone Ports Corporation renewal of the esplanade.



Active Ground Uses

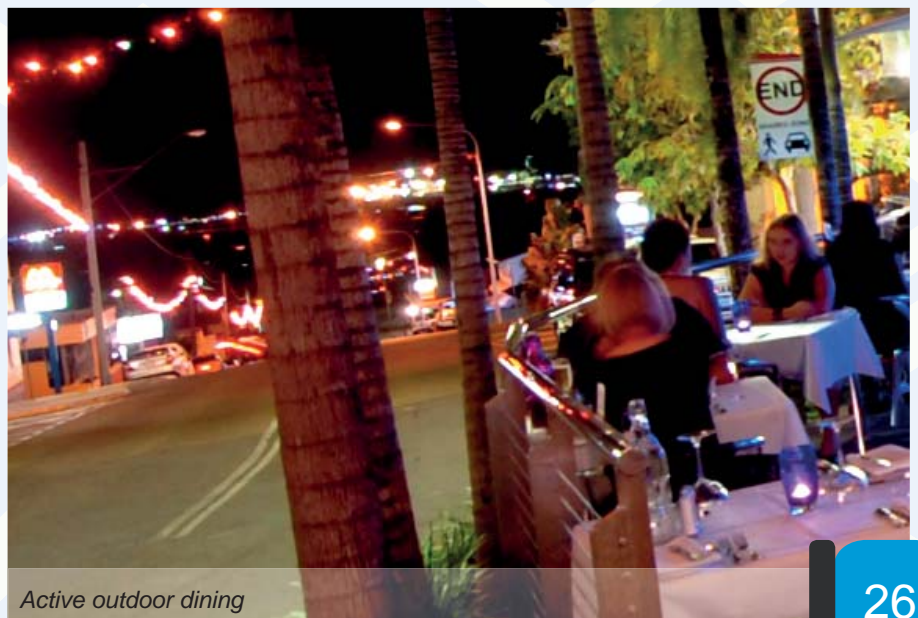
In order to ensure an active streetscape that maximises the potential of the site's proximity to Auckland Inlet, the renewal strategy proposes to encourage restaurant dining and bar outlets containing an active street presence on ground level. Activity generators are to dominate the wide footpath, and utilise the full frontage of Flinders Parade. Car parking and loading bays will be required to access the rear of the site from Oaka Lane to ensure the protection of active uses along Flinders Parade.

Increased Residential Presence

To maximise development potential of the site and its natural outlook over Auckland Inlet mixed use residential development is encouraged above ground level. Future residential development is expected to be orientated to overlook the waterway.

An Equal Street

Adding to the active footpath presence of this Precinct, the renewal strategy seeks to develop a shared footpath and street space, where all forms of traffic (cars, cyclists and pedestrians) remain equal. The street will remain open to two way traffic at all times, however traffic calming measures will be incorporated to clearly demarcate the areas dedicated as a shared zone. This is to encourage a flow on of pedestrian activity from the CBD, through the Waterfront Dining Precinct and into East Shores.



Mixed Use Residential Precinct

The Mixed Use Residential Precinct focuses on providing permanent Gladstone residents the option of living where they work, and providing visitors with high class accommodation in proximity to shops and services. The precinct maximises the benefits of the outlook over Auckland Inlet and provides the best of both our natural and urban environments.

Key Initiatives for the Precinct

- Filling the Missing Link
- Protecting the Viewshed
- Provision of Public Spaces
- A Surprising Place

The development of the Mixed Use Residential Precinct will act as the missing link in the overall CBD growth, providing the continuation of uses throughout the extent of the City Heart.



Filling the Missing Link

The community engagement process outlined that there are too many gaps between attractors and that this portion of the CBD was underdeveloped and uninviting. In response to these concerns the strategy seeks to encourage development of the area through the introduction of development incentives which may include reduced infrastructure charges and fast track assessment processing for developments that provide specific items for the precinct.

Future development of this precinct will incorporate mixed use development, with active ground floor uses fronting the street, commercial uses on lower levels and permanent residential and short term accommodation in the upper levels to maximise the views over Auckland Inlet.

Provision of Public Spaces

A key component of delivering a mixed use area is providing the community with significant areas of publicly accessible space. A public plaza is proposed to be located on the corner of Goondoon and Lord Streets, with additional open space to be located in the heart of the precinct. Both spaces will be activated by ground floor uses, creating a safe and comfortable destination for pedestrians throughout the day.



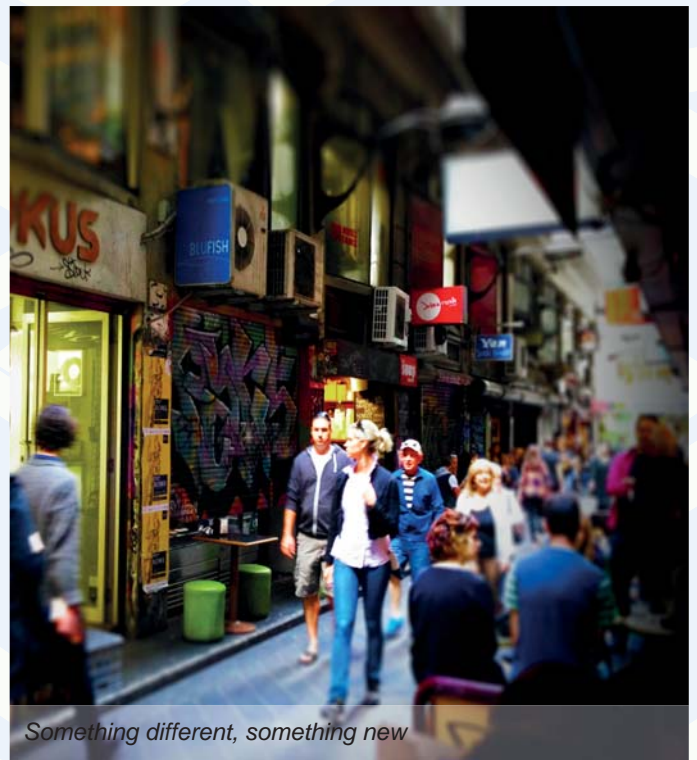
A pocket park for time out

Protecting the Viewshed

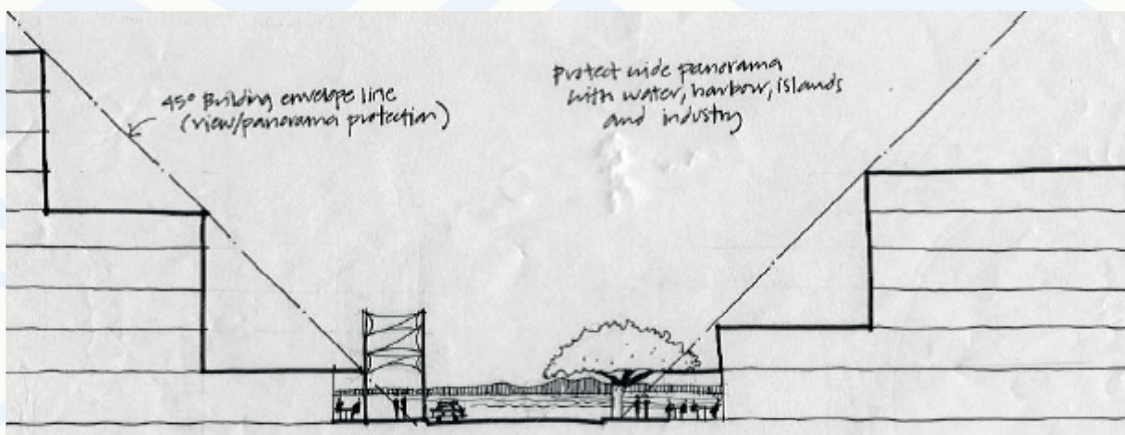
The key to the Gladstone CBD's uniqueness lies in its position on the crest of hill, and more importantly its viewshed over Auckland Inlet, and ultimately the Port of Gladstone. Preservation of this viewshed will be ensured through the provision of increased building setbacks as the building height increases to retain the CBD's finest natural asset.

A Surprising Place

One of the best parts of life is discovering people and activities in unexpected places. Laneway development provides the opportunity to develop a surprising place within the heart of the Gladstone CBD, and develop a unique product not yet seen in the Gladstone Region. Development of the gazetted laneway should result in active uses to maximise the potential of this laneway nook.



Something different, something new



Something required to preserve the view

Entertainment Precinct

The Entertainment Precinct builds on the existing entertainment options to create a destination that is vibrant and bustling throughout the entire day, and well into the night, acting as a recreation destination for people from all walks of life.

Key Initiatives for the Precinct

- Food For The Soul
- An Entertainment Street
- Activation of Library Square

The Entertainment Precinct already contains the solid foundations to continue operating as the Region's primary entertainment centre through the existence of both the Gladstone Entertainment and Convention Centre, and the Gladstone Library. These foundations were successfully delivered in conjunction with Council's existing 'Gladstone CBD and Waterfront Redevelopment Project'. An opportunity exists to build on these aspects through economic encouragement to provide a predominantly recreational dining and bar type atmosphere.



Food For The Soul

Some of the greatest ways to bring people together is over a dining table, and this concept is highly promoted in the Entertainment Precinct. Development will focus on creating a restaurant, bar and club precinct offering a variety of dining and entertainment choices to the public. These venues will operate throughout the day, and in some instances, late into the night; providing a variety of options to cater for all family formations and budgets.

Activation of Library Square

The Gladstone Library is a key community attractor for the CBD and Library Square should be no different. Placemaking projects will see additional seating created in the square to encourage people to stay a while, and free community games, like giant chess or scrabble, could be able to be borrowed from the Library for a different form of entertainment. The Entertainment Centre will manage the Library Square stage, and lease this area out to local buskers and entertainers at a reduced cost.

An Entertainment Street

As the epicenter for entertainment in the Gladstone Region, the Entertainment Centre acts as a key attractor for locals and visitors to the City centre. Working with Gladstone Area Promotion and Development Limited (GAPDL) and community groups, Council could host regular programmed street closures between Roseberry and Yarroon Street, with the idea of promoting a greater number of street festivals and community events.



Business Precinct

Gladstone's Business Precinct continues to grow in size and provides key commercial and boutique retail services. It provides a point of difference to other commercial centres throughout the Region and is a vibrant, attractive destination in its own right.

Key Initiatives for the Precinct

- Boutique Retail and Business Variety
- Public Realm Improvements
- Parking and Access

Gladstone's Business Precinct has established the solid foundations for economic development in the CBD, with a long standing Council presence, key banking hub and number of committed local business owners. The Business Precinct has the ability for continued economic growth and improvement through the successful development of existing uses, and the introduction of new businesses.



Boutique Retail and Business Variety

This section of Goondoon Street is home to a number of successful boutique retail stores, providing a strong platform for the direction of future retail shopping in the CBD. Growth of this retail product is encouraged by the strategy, with new retail uses bringing the community into the street for shopping. This influx of people will maximise the use of existing business and retail services, and in turn create a street that is vibrant and active.

Vehicle Access

The Business Precinct arguably has the highest turnover of traffic movements, both pedestrian and vehicular. It is also the only precinct which has an altered traffic movement, being one way only from William Street to Roseberry Street. This particular traffic feature drew considerable comment during the community engagement process and it is considered that the costs and benefits of the existing one way and potential reinstatement of a two way environment needs to be investigated further.

Public Realm Improvements

The redevelopment of Council's forecourt and Civic Square, in conjunction with private Stakeholders, provides an exciting opportunity to activate a key site in the CBD's public realm. Activation of the plaza will create an inviting destination for both passive and active recreation, and the inclusion of a shared traffic zone will provide improved pedestrian connectivity between two major civic anchors.

Parking

To assist in resolving car parking concerns a multi-storey car parking facility could be designated at the rear of the Council Chambers which would also allow for the inclusion of end of trip facilities such as secure access to showers, lockers and bike parking. Further investigation is required to fully ascertain the need and timing of such a facility and the manner in which it can be integrated into the topography of the site. This initiative will also allow for the consolidation and inclusion of more accessible and secure disability parking in a convenient and appropriate location. The strategy also seeks to formalise the Council owned land at Oaka Lane into sealed at grade car parking to further increase parking availability in this precinct.



Community Hub Precinct

The Community Hub Precinct seeks to provide a multitude of community services, and expand on its key historical and art presence through the existing Art Gallery and Museum. The Precinct acts as the community hub for the Gladstone Region, and provides key interests for children, youths and families.

Key Initiatives for the Precinct

- Strength-Based Community Development
- Arts and Culture Presence
- Youth Inclusion
- Clive Dahl - Street Connection or Community Connector
- Community Sensory Garden

Strength-Based Community Development

Council's involvement in the revitalisation of the CBD is limited, with reactivation of the City heart and economic growth required to be undertaken by the community. To support this process, Council will deliver a series of community strength-based initiatives including the Pop-up Enterprise that will support the establishment and development of sustainable jumpstart microbusinesses. Additionally a communal business hub (coworking centre) could be introduced to help foster new creative businesses and provide connections between entrepreneurs and local startups.



Arts and Culture Presence

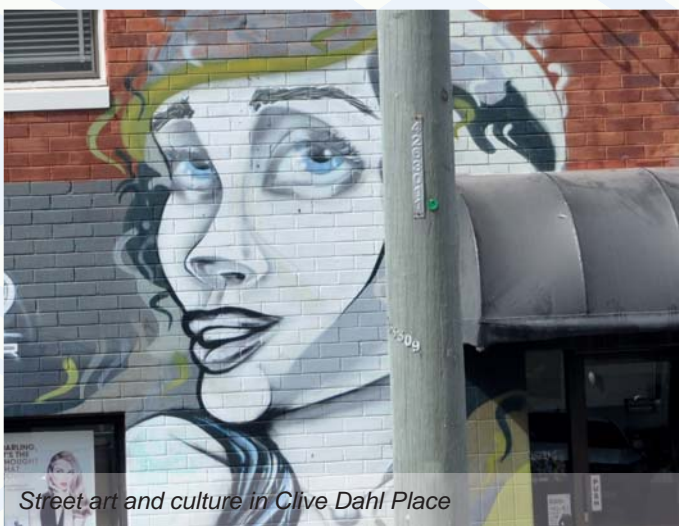
Gladstone's Gallery and Museum takes pride of place at the entry of the Community Hub Precinct, acting as its cultural heart. There is potential for expansion of the gallery to showcase larger exhibits, and maximise the artistic potential of the area. Further opportunities exist to hold annual arts and cultural festivals to promote the Region's talent and skills.

Clive Dahl - Street Connection or Community Connector

Activations such as pop-up markets, living street art walls, community artworks and creative outlets in Clive Dahl Place will give this section of the CBD a new lease on life, activating a currently underutilised street. Community development of this nature will also provide avenues for improved relationships and connections between the young and elderly. These initiatives could be facilitated through relationships between Council, the Senior Citizens Club and outside Stakeholders. Clive Dahl Place is also a suitable location for a small public plaza.



Art Gallery Exhibition



Street art and culture in Clive Dahl Place

Youth Inclusion

Gladstone's Youth Council raised concerns over the current lack of facilities for youths in the CBD and that they require a space within our City Heart that they can specifically call their own. An activated youth space could be incorporated in the future development of the Community Hub Precinct, focusing on providing innovative products and services, for both learning and recreation.

Community Sensory Garden

Under a community lease arrangement and full management, a community sensory garden could be introduced into the precinct to encourage both residents and visitors to participate in growing, learning, nurturing and harvesting food. This in turn encourages the development of a culture of ownership for the living green features within our CBD, and brings an uplift to the value of the public realm.



Youth inclusion and ownership for CBD Improvements



A community garden



Section Three:

Implementation Plan



Key Steps Summary

1-2 YEARS

	PRECINCT	COUNCIL	CBD TRADERS	DTMR	ERGON ENERGY	GPC	CITY PLAZA	QLD POLICE	CENTREPOINT
IMMEDIATE	Introduce reduction in the fees and assessment process for commercial uses occurring within the footpath.	Entire CBD	●						
	Undertake a car parking study for the CBD and endorse final recommendations.	Entire CBD	●						
	Install a physical Heritage Trail to encourage historical education and social interaction in the CBD.	Entire CBD	●						
	Investigate opportunities for inclusion of interim food vendors on GPC land.	Waterfront	●			●			
	Organise regular street closures for day and night markets or special events (William to Yarroon Streets).	Entertainment	●						
	Hire/Lease Library Square stage to local buskers or artists for performances.	Entertainment	●						
	Deliver community strength-based initiatives under the umbrella of Connect, Innovate and Create Strategy.	Community	●						
	Support the development of a communal business hub (coworking centre) to foster new creative business.	Community	●						●
	Develop a branding plan to promote economic development within the CBD.	Entire CBD	●						
	Undertake Streetscaping for the full extent of the CBD in accordance with the approved Streetscaping Plan and detailed design.	Entire CBD	●						
ONGOING	Redevelop Civic Square to activate the public realm.	Business					●		
	Develop an incentives policy to encourage new development within the CBD.	Entire CBD	●						
	Design and construct legible wayfinding and signage that encourages pedestrian movement and identifies public parking and amenities.	Entire CBD	●						
	Design entry statements to the CBD.	Entire CBD	●						
	Introduce street art and interactive installations into the CBD.	Entire CBD	●						
	Review and update the overall Streetscaping Plan for the CBD.	Entire CBD	●						
	Undertake a detailed design in accordance with the overall Streetscaping plan for the CBD.	Entire CBD	●						
	Investigate the conversion of the at grade Councilor carpark to Disabled parking.	Entire CBD	●						
	Review opportunities for improved Public Transport through the heart of the CBD with the State Government.	Entire CBD	●						
	Develop a Lane widening Policy for Oaka Lane for enforcement on future development.	Entire CBD	●	●					
SHORT TERM	Amend the Planning Scheme to reflect viewshed setback requirements.	Mixed Use	●						
	Hold regular street closures for day and night markets or special events (William to Yarroon Streets).	Entertainment	●						
	Investigate opportunities to provide a Council operated end of trip facility adjoining Central Lane.	Business	●						
	Investigate opportunities to revitalise the front of the Council Chambers with additional shading and lighting.	Business	●						
	Install Council operated end of trip facilities within an existing Council building.	Business	●						

MEDIUM TERM

LONG TERM

PRECINCT	COUNCIL	CBD TRADERS	DTMR	ERGON ENERGY	GPC	CITY PLAZA	QLD POLICE	CENTREPOINT
Incorporate and encourage public artwork with a Gladstone Heritage theme in suitable locations.	Business	●	●					
Identify a specific location for buskers.	Business	●	●				●	
Designate/run a living street art boards for community works.	Community	●						
Construct entry statements to the CBD.	Entire CBD	●						
Develop an interactive Heritage Trail website/app to encourage historical education and social interaction in the CBD.	Entire CBD	●						
Develop an exercise incentive throughout the CBD - ie walking trails with step counts.	Entire CBD	●						
Construct the Harbour Arbour and boulevard from Yarroon to Lord Streets.	Mixed Use	●						
Install a pedestrian access adjoining proposed open space to allow safe access for pedestrians.	Mixed Use	●						
Renovate Library Square stage to allow for future use/hire.	Entertainment	●						
Design a multi-level car park at the rear of 101 Goondoon Street.	Business	●						
Investigate opportunities for expansion of the Gallery and Museum.	Community	●						
Review the 1 way vs 2 way traffic issue and implement changes to the road network where required.	Entire CBD	●						
Develop safe all-weather connections to existing and proposed open space areas to encourage pedestrian movement.	Entire CBD		●					
Relocate above ground power lines to an underground power network.	Entire CBD	●						
Investigate land resumption opportunities for the widening of Oaka Lane.	Entire CBD	●						
Design and develop the designated shared zone.	Waterfront	●						
Acquisition of land for public car parking off Central Lane.	Mixed Use	●						
Acquisition of land for public open space adjoining Goondoon Street.	Mixed Use	●						
Install Council operated end of trip facilities adjoining Central Lane.	Business	●						
Construct a multi-level car park at the rear of 101 Goondoon Street.	Business	●						
Investigate the sale of land, or construction of car parking on Council owned land along Oaka Lane.	Business	●						
Investigate opportunities to activate Clive Dahl Place.	Community	●						
Develop a community program for the connection between the community and elderly through the Senior Citizens Club.	Community	●						
Construct the public plaza along Clive Dahl Place.	Community	●						
Enable community connections for the development of a community garden.	Community	●						

