

Redland
CITY COUNCIL

MINUTES

CLEVELAND CBD REVITALISATION SPECIAL COMMITTEE

Thursday, 7 November 2013

**Council Chambers
1st floor Administration Building
Bloomfield Street Cleveland. Qld 4163**

Table of Contents

Item	Subject	Page No
1	DECLARATION OF OPENING	1
2	RECORD OF ATTENDANCE AND LEAVE OF ABSENCE.....	1
3	PUBLIC PARTICIPATION AT MEETING.....	1
4	DECLARATION OF MATERIAL PERSONAL INTEREST OR CONFLICT OF INTEREST ON ANY ITEMS OF BUSINESS	2
5	MOTION TO ALTER THE ORDER OF BUSINESS	2
6	PRESENTATION.....	2
6.1	JLL CLEVELAND INVESTMENT ATTRACTION STUDY REPORT	2
7	REPORTS TO COMMITTEE	3
7.1	ORGANISATIONAL SERVICES.....	3
7.1.1	CLEVELAND CBD COMMERCIAL INVESTMENT ATTRACTION STUDY PHASES 3 AND 4.....	3
7.1.2	CLEVELAND CBD REVITALISATION WORK PROGRAM PROGRESS REPORT.....	17
8	CLOSED SESSION.....	24
8.1	ORGANISATIONAL SERVICES.....	24
8.1.1	CLEVELAND CBD WI-FI PROPOSALS	24
9	MEETING CLOSURE	25

1 DECLARATION OF OPENING

The Mayor declared the meeting open at 9.06am.

2 RECORD OF ATTENDANCE AND LEAVE OF ABSENCE

Members Present:

Cr K Williams	Mayor
Cr C Ogilvie	Councillor Division 2
Cr J Talty	Councillor Division 6

Committee Manager:

Mr N Clarke	General Manager Organisational Services
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Officers:

Mr W Lyon	Chief Executive Officer
Mrs L Rusan	General Manager Community & Customer Services
Mr P Kelley	Project Director – Priority Developments
Mr S Hutchison	Principal Advisor – Strategic Planning Priority Developments

Observers:

Cr P Bishop	Councillor Division 10 – entered at 9.56am
Cr P Gleeson	Councillor Division 9 – entered at 10.09am
Cr W Boglary	Councillor Division 1 – entered at 11.12am

Apologies:

Cr M Edwards	Councillor Division 5
Cr M Elliott	Councillor Division 7

Minutes:

Mrs E Striplin	Acting Corporate Meetings & Registers Team Leader
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COUNCILLOR ABSENCES DURING THE MEETING

Cr Talty left the meeting at 10.29am (during Item 6.1) and returned at 10.31am.

3 PUBLIC PARTICIPATION AT MEETING

MOTION TO ADJOURN MEETING

Moved by:	Cr J Talty
Seconded by:	Cr C Ogilvie

That Council adjourn the meeting for a 15 minute public participation segment.

CARRIED 3/0

1. Mr P Stokes, resident of Cleveland, addressed Council on a vision he has regarding transport in the Redlands for Senior Citizens.

MOTION TO RESUME MEETING

Moved by: Cr J Talty
Seconded by: Cr C Ogilvie

That the meeting proceedings resume.

CARRIED 3/0

4 DECLARATION OF MATERIAL PERSONAL INTEREST OR CONFLICT OF INTEREST ON ANY ITEMS OF BUSINESS

Nil

5 MOTION TO ALTER THE ORDER OF BUSINESS

Nil

6 PRESENTATION**6.1 JLL CLEVELAND INVESTMENT ATTRACTION STUDY REPORT**

A presentation was given by Mr Ben Koop from Jones Lange La Salle, on the Cleveland Investment Attraction Study.

The quorum was lost at 10.29am when Cr Talty left chambers and resumed at 10.31am when she returned.

7 REPORTS TO COMMITTEE

7.1 ORGANISATIONAL SERVICES

7.1.1 CLEVELAND CBD COMMERCIAL INVESTMENT ATTRACTION STUDY PHASES 3 AND 4

Datworks Filename: ED Planning - Cleveland CBD - Proposed Work Program

LUP Projects - Cleveland CBD Commercial Investment Attraction Study Phases 3 and 4

Attachment: [Cleveland CBD Commercial Investment Attraction Strategy Final October 2013](#)

Authorising Officer



Nick Clarke
General Manager Organisational Services

Responsible Officer: Peter Kelley
Project Manager Priority Development Areas

Author: Douglas Hunt
Principal Adviser Strategic Economic Development

PURPOSE

The purpose of this report is to seek the Cleveland CBD Revitalisation Committee's consideration of phases three and four of the Cleveland CBD Commercial Investment Attraction Study undertaken by Jones Lang LaSalle. The report outlines the findings from phases three and four of the study providing feasibility analysis of potential development projects for the Cleveland CBD. The third and fourth phases of the report were included as part of the existing Cleveland CBD CIAS report and commence from Section 15 – Cleveland CBD Feasibility Assessment, when referring to the attached report.

BACKGROUND

The Cleveland CBD Revitalisation Special Committee Council resolved at its General Meeting of 25th March 2013 to adopt the Cleveland CBD Revitalisation Special Committee Work Plan. Section C of that work plan (see attachment 1) involved the development of a series of economic analysis one of which included undertaking a revitalisation strategy that would incorporate a number of objectives:

- To undertake a detailed market analysis to determine the most likely development properties, and what strategies for those properties would ensure RCC has a good chance of attracting investors;
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- A detailed market assessment to help demonstrate the centres strength and attract the developers capable of delivering viable projects for the CBD; and
- To provide informed market driven information and feasibility analysis concerning the types of land uses and commercial development the Cleveland CBD can support, in line with the intentions of the Master plan.

In line with the objectives of the project, there are four key elements to this project. They comprise the following:

1. Developing an economic baseline assessment for the Cleveland CBD that identifies the target market and business/sector profile that Council should seek to target for the Cleveland CBD;
2. Defining the competitive advantages of the Cleveland CBD;
3. Identifying specific investors to locate and invest in the Cleveland CBD, including the identification of financially viable catalytic project sites on Council owned land that provide commercially oriented development options that potentially allow Council to act in a development role and;
4. Developing a commercial investment attraction plan for the Cleveland CBD.

ISSUES

The Cleveland CBD Commercial Investment Attraction Study phases three and four has been completed by Jones Lang LaSalle and provides an understanding of the financial viability of developing new projects within the CBD. The methodology for these phases of the study involved testing a number of development scenarios and determining what land uses development densities are likely to be viable.

The types of development chosen by Jones Lang La Salle for the feasibility study were selected based on their market supportability in the current market as this will enable Council to actively market the options to developers. In addition to this, the sites chosen were those identified in the Cleveland Master Plan as catalyst sites held by Council. This will enable Council to facilitate development of the sites, sourcing revenue through the sale of the sites, or by engaging in some form of partnership with the private sector.

Seven scenarios were tested by Jones Lang La Salle in the development of the feasibility assessment (sensitivity analysis was conducted on a number of the scenarios to analyse a number of variables). These included:

1. Scenarios 1 – 3 Development of Redland City Council Offices

Scenario 1 - The first scenario examined the development of a multi-rise office building (no retail space) on the corner of Wynyard and Queen Street. The assumptions included a smaller floor plate for the building, in order to allow for other tenants to occupy space in the building and car parking. It was found that this option was viable based on commercial parameters. Table 1 below lists the key parameters:

Table 1: Scenario 1 multi-rise office building no retail

Scenario 1	Queen Street (Stockland Car Park)
Site	2,427sqm
GFA	10,000sqm
NLA	9,124sqm
Ground floor retail	Nil
Levels	8
Car parking configuration	2 levels + on-grade
Car parking ratio	1:50
Floor plates	1,300sqm
Land costs	\$750/sqm
Rent (office)	\$350 net
Rent (retail)	N/A
Parking rent	\$150/bay p.c.m.
Capitalisation rate*	8.50%
Estimated Profit	\$3.85m
ROC	10.5%

*Assumes 15 year lease

Scenario 1A – This scenario added ground floor retail to the development, to determine the impact this would have on ROC for the development. The findings from the analysis again highlighted that this was viable using commercial parameters, table 2 below highlights the key parameters.

Table 2: Scenario 1a multi-rise incorporating retail component

Scenario 1 a	Queen Street (Stockland Car Park) and retail
Site	2,427sqm
GFA	10,000sqm
NLA	9,124sqm
Ground floor retail	Nil
Levels	8
Car parking configuration	2.5 levels + on-grade
Car parking ratio	1:50 (office) 1:15 (retail)
Floor plates	1,300sqm
Land costs	\$750/sqm
Rent (office)	\$350 net
Rent (retail)	\$550 net
Parking rent	\$150/bay p.c.m.
Capitalisation rate*	8.50%
Estimated Profit	\$4.33m
ROC	11.33%

*Assumes 15 year lease

Scenario 2 – This option considered the development of a campus style office building on the existing Administration building site in Bloomfield Street. The development included under croft and on grade car parking, reducing build costs that would be associated with basement level parking. The development is viable from the perspective of commercial parameters, with rates of return being acceptable, if small revenue gains are realised. Table 3 below highlights the key parameters

Table 3: Scenario 2 campus style office building on existing Bloomfield Street site

Scenario 2	Existing Council Chambers
Site	4,818sqm
GFA	10,000sqm
NLA	9,100sqm
Ground floor retail	Nil
Levels	4
Car parking configuration	under croft + on-grade
Car parking ratio	1:50
Floor plates	2,500sqm
Land costs	\$750/sqm
Rent (office)	\$350 net
Rent (retail)	\$550 net
Parking rent.	\$150/bay p.c.m
Capitalisation rate*	8.50%
Demolition costs	\$95/sqm
Estimated Profit	\$5.7m
ROC	16.4%

*Assumes 15 year lease

Scenario 3 – The third scenario envisages a campus style building on Doig street car park, however, there were reduced costs associated with development at this site, due to no demolition costs coupled with the build. The development at this site is viable using commercial parameters and has the added advantage of producing higher rates of return, compared to scenarios 1, 1a and 2 due to the absence of demolition costs and other site constraints. Table 4 below highlights the key parameters of the development.

Table 4: Scenario 3 Campus style building Waterloo and Doig streets car park

Scenario 3	Waterloo and Doig Streets Car Park
Site	6,724sqm
GFA	10,000sqm
NLA	9,100sqm
Ground floor retail	Nil
Levels	5
Car parking configuration	undercroft+ on-grade
Car parking ratio	1:50
Floor plates	2,000sqm
Land costs	\$750/sqm
Rent (office)	\$350 net
Parking rent	\$150/bay p.c.m.
Capitalisation rate*	8.50%
Estimated Profit	\$6.85m
ROC	20.4%

*Assumes 15 year lease

2. Scenarios 4 and 5 High density residential development

Scenario 4 – Involved testing the Council Chambers site on Bloomfield Street, conducting feasibility analysis on constructing a campus style mixed use development at the site that incorporated both commercial and residential development. The work undertaken by JLL in regards to this site included the demolition of the existing building and the construction of basement car parking. The results indicated that the development is viable using commercial parameters; however demolition and basement car parking costs affect the return generated from the development. Table 5 below highlights the parameters associated with this development.

Table 5: Scenario 4 Mixed Use commercial and residential development on Bloomfield street site

Scenario 4	Existing Council Chambers And Residential
Site	4,818sqm
GFA 19,657sqm	(9,100sqm office and 2 x 48 residential unit towers)
Ground floor retail	Nil
Levels	Office - 3 Residential - 6
Car parking configuration	3 levels + on-grade
Floor plates	2,500sqm
Land costs	\$750/sqm
Rent (office)	\$350 net
Parking Ratio	1:50 (Commercial) 1.75 bays/unit (Residential)
Parking rent	\$150/bay p.c.m.
Residential sale price	\$485,000
Capitalisation rate*	8.50%
Demolition costs	\$95/sqm
Estimated profit	\$8.45m
Return on cost	11.7%

*Assumes 15 year lease

Scenario 5 – The feasibility analysis for this section involved testing the existing Council Chambers site in Bloomfield Street for the development of residential towers only and no commercial space. The analysis assumes the demolition of the existing Council building and that Council would retain the balance of the land at the site (2,418m²) for future sale or development. The findings were that although this development is viable at commercial parameters, the ROC for the site makes it marginal. This can be improved however, if sale prices are increased, car parking ratios reduced, or a small reduction in the dwelling sizes (reducing costs). Table 6 below provides an overview.

Table 6: Scenario 5 Residential development on existing Council Chambers site

Scenario 5	Existing Chambers site – Residential only
Site 2,400sqm	(2x1200sqm)
GFA 9,600sqm	(2x 48 residential unit towers)
Ground floor retail	Nil
Levels	6
Car parking configuration	2 level + on-grade
Land costs	\$750/sqm
Residential Units	96
Residential GFA (ave)	100sqm
Residential sales price	\$485,000
Car parking ratio (residential)	1.75 / unit
Estimated profit	\$3.26m
ROC	8.8%

3. Scenarios 6 and 7 TAFE relocation from Alexandra Hills

Scenario 6 – This scenario and 7 assume that the TAFE or some of the faculties were relocated from the current Alexandra Hills location to the Cleveland CBD at Doig Street. The assumptions were made that the as car parking rates and requirements were reduced comparative to the commercial and residential assumptions due to less demand from occupiers. The result in this scenario was that the development was viable at commercial parameters; in order to achieve a more favourable ROC an increase in rent per m² would achieve this result. Table 7 below highlights this.

Table 7: Scenario 6 TAFE relocation to Doig Street Car Park

Scenario 6	TAFE – Doig Street
Site	4,818sqm
GFA	15,000sqm
NLA	13,500sqm
Ground floor retail	Nil
Levels	7
Car parking configuration	Undercroft and on-grade
Car parking ratio	1:150
Floor plates	2,000sqm
Land costs	\$750/sqm
Rent (office)	\$350 net
Parking rent	\$75/bay p.c.m.
Capitalisation rate*	8.50%
Estimated profit	\$6.8m
ROC	8.50%

*Assumes 15 year lease

Scenario 7 – This scenario again assumes a relocation of the TAFE to the Cleveland CBD at the Council Chamber building in Bloomfield Street. The analysis assumes a reconfiguration of the existing building to suit the needs of TAFE and new car parking arrangements for the building. The results indicate that the results for this are only marginally better in terms of ROC against the option of a new build. The overall development is considered viable at commercial parameters with the results are listed below in table 8.

Table 8: Scenario 7 TAFE relocation to existing Council Chambers building

Scenario 7	TAFE – Council Chambers
Site	4,818sqm
GFA	15,000sqm
NLA	13,500sqm
Refurbishment Area	6,900sqm
New Area	8,100sqm
Ground floor retail	Nil
Levels	5
Car parking configuration	under-croft and semi-basement
Car parking ratio	1:150
Floor plates	2,000sqm
Land costs	\$550/sqm
Rent (office)	\$350 net
Parking rent	\$75/bay p.c.m.
Capitalisation rate*	8.50%
Estimated profit	\$6.76m
ROC	13.9%

*Assumes 15 year lease

4. Investment attraction plan and recommendations to maximise competitiveness

In addition to the feasibility assessment, the final section of the report outlined an investment attraction plan that Council could use to maximise its competitiveness and attract development into the Cleveland CBD. A brief summary is provided below of the key points from the report, which were based on their findings of best practice development attraction from across the country. There were three broad areas that Council should focus on in maximising the competitiveness of Cleveland:

1. Development and business attraction and facilitation

There were a number of strategies that Council could adopt in order to facilitate and attract businesses to the Cleveland CBD, the full details of which are contained in the report. The report found that Council could establish dedicated investment pathways that would be used to fast track development in the CBD. In addition the establishment of an 'early win' major project would ensure momentum is built and demonstrate that Council is committed to development.

This section also recommended establishing a project champion and team to drive signature projects in the CBD. If Council does establish PPP's, the recommendations from the report were that Council should focus on cost recovery in the partnership, rather than being profit driven to ensure maximum potential for success.

2. Redland City Council partnerships

There were a number of partnerships that the report recommended that Council could adopt in order to drive new business and development in the CBD. These included partnerships with the private sector, state and federal government to target companies that can easily relocate to the Cleveland CBD. The report also recommended that Council establish an entity to be responsible for business attraction initiatives that has private sector representation from across a range of sectors.

3. Redland City Council internal processes

The report recommended a number of internal processes that Council could undertake independently to attract and facilitate new business and development in the Cleveland CBD. Possible options outlined in the report include the establishment of Chief Digital Officer as a means of demonstrating the importance innovation within the city. In addition, the report recommended survey small and mid-sized companies as a way of understanding their reasons for locating in the CBD and using this to assist in attracting new businesses to the CBD.

The report recommended that the key the key to achieving success and delivering results in maximising competitiveness is resourcing and providing expertise in the development of a vehicle or framework in the delivery of major projects or change initiatives. This resourcing needs to be sustained over a period of time in order to realise any benefits and drive investment within the Cleveland CBD and also across the wider city.

STRATEGIC IMPLICATIONS

Legislative Requirements

There are no legislative requirements that affect the outcome of this report.

Risk Management

Opportunities

- Implement the Master Plan guidelines for the commencement of catalyst site development. This will improve streetscape and amenity and have the potential to renew investor confidence in the CBD;
- Potential to generate activity and income from Council landholdings; and
- Potential to increase rateable properties within the CBD. Increase to revenue stream.

Risks

- Financial costs associated with activation of catalyst sites in the Master Plan. No budget yet allocated. Committee work will be to determine the benefits to Council of developing at least one catalyst site;
- Financial costs associated with incentives. Some impact will occur on revenue;
- Investors continue to bypass Cleveland in favour of other areas of Southeast Queensland that offer potentially better ROI. This includes out of centre developments within the City;
- Perception that the focus on Cleveland is at the expense of other areas in the City; and
- Time required for Committee members to devote to the elements of the CBD revitalisation process.

Financial

1. Review of Council landholdings and uses

The analysis undertaken by Jones Lang LaSalle included a due diligence review of current landholdings and building assets determining their current market value. In addition, the review determined the estimated useful life of Council buildings and future staffing requirements within the Cleveland CBD to determine the feasibility of consolidating Council administrative staff in one building. A review of these assets will assist in determining the most cost-effective options for their use, including investment attraction options as a way of generating potential asset sales and/or proving development options for Council CBD landholdings. Council however will need to conduct its own analysis, should it decide to proceed with the any of the options considered in the report.

People

Undertaking the development of phases one and two of the Cleveland CBD Commercial Investment Attraction Study has required the devotion of the following Officers:

- Project Manager, Priority Development Projects
- Principal Adviser Strategic Economic Development
- Principal Adviser Priority Development Areas

Environmental

The environmental benefits in relation to the works of the Committee will be prefaced on the environmental benefits associated with Cleveland Town Centre Master Plan. These would include:

- Improved open space and public amenity
- Town Square development
- Traffic flow improvements, reducing vehicle movements
- Improved pedestrian and cycling routes
- Improved transport use, with less reliance on the use of private vehicles; and

Improved environmental requirements to buildings associated with the Master Plan, using best practice design elements. Some examples would include use of building materials that are used sustainably, building locations and height, use of recycled water, passive and active solar designs, street shading and building overhang, ensuring that embodied energy is minimised reducing utility usage.

Social

The implementation of catalyst projects as outlined by Cleveland Centre Master Plan has the potential to result in a more varied mix of uses within the CBD (both commercial and residential) and has the potential to increase activity within Cleveland outside of the traditional business hours, contributing to a more vibrant centre.

Alignment with Council's Policy and Plans

Relationship to Corporate Plan

The recommendation primarily supports Council's strategic priorities of delivering a healthy natural environment, green living, wise planning and design, a supportive and vibrant economy, strong and connected communities, and of embracing the bay.

Any work associated with Council owned catalyst sites, has the potential to address elements of the Cleveland Centre Master Plan and Cleveland CBD Incentives Package address these strategic priorities through:

- Promoting an active town centre through opportunities for retail, commercial and residential redevelopment connected with high quality public spaces including green and shaded streets and boulevards. The style of architecture and public space will blend the unique bayside qualities of the City with the environmental and historical aspects of the locality;
- Providing a focus for civic life within the town centre through the establishment of a central plaza, which can provide a location for local community events such as farmers markets;
- Maintaining and enhancing Bloomfield and Middle Streets as prominent boulevards and pedestrian spines in the city centre;

- Providing opportunity for business investment and local employment; and
- Strategic Implications.

CONSULTATION

The preparation of this document has been a collaborative effort between Officers from across the organisation including; Community and Customer Services and Organisational Services. The people consulted in the preparation of the report include:

- Group Manager, City Planning and Assessment
- Principal Adviser Priority Development Areas
- Councillor Division Two
- Mayor

OPTIONS

1. That Council resolve to endorse the contents of this report.
2. That Council resolve not to endorse the contents of this report.

OFFICER'S RECOMMENDATION

That Council resolve to endorse the contents of this report.

COMMITTEE RECOMMENDATION

Moved by: Cr J Talty
Seconded by: Cr C Ogilvie

That Council resolve to receive and note the contents of this report.

CARRIED 3/0

7.1.2 CLEVELAND CBD REVITALISATION WORK PROGRAM PROGRESS REPORT

Datworks Filename: LUP Projects – Cleveland CBD Project

Attachment: [Cleveland CBD Revitalisation Strategy Work Plan Status Report November 2013](#)

Authorising Officer:



Nick Clarke
General Manager Organisational Services

Responsible Officer:

Peter Kelley
Project Manager Priority Development Areas

Author:

Douglas Hunt
Principal Advisor Strategic Economic
Development

PURPOSE

The purpose of this report is to provide an update on the progress of the implementation of the Cleveland CBD Revitalisation Work Plan.

BACKGROUND

Council resolved on the General Meeting on 6th June 2013 to:

1. Endorse the Cleveland CBD Revitalisation Work Plan subject to budget deliberations and ongoing monitoring and review;
2. Add to current work program:
 - a) Outcomes of Item 1.1 (CBID);
 - b) In current events, consideration of the Black Swamp
3. Bring back to all future Cleveland CBD Revitalisation Committees, the work program including scorecard tracking and progress reporting.

The Cleveland CBD Revitalisation Work Plan highlights 4 key work program areas which will assist with delivering outcomes for the Cleveland CBD Revitalisation Committee. The four work programs are:

- a) Master Plan Implementation – short term actions;
- b) Management of Cleveland CBD Development Incentives Program;
- c) Economic Analysis incorporating Council land investigations and Council land requirements; and
- d) Project Management and Governance.

The Cleveland CBD Revitalisation Work Plan seeks to balance the need to deliver short and medium term improvements in the CBD (for example streetscape improvements) while undertaking further technical and feasibility studies to facilitate the long-term future release of Council land (valued at \$20m).

As well as defining key work programs, the draft Work Plan also identifies a range of events and facilities that are currently held within or are in close proximity to the Cleveland CBD. As part of the Cleveland CBD Revitalisation Committee and Project there is scope to consider how Council can assist with attracting more people to these events and encouraging greater use of these facilities.

ISSUES

The Scorecard Approach

A scorecard tracking using the traffic light symbols has been used in the attached status report.



Progressing well meeting objectives, on budget on time






Progressing but requires constant monitoring



Caution not meeting planned objectives, budget or time.

Progress on Actions

Since commencement of the Work Plan the following progress has been made on the initial 39 actions:

-  17 actions are progressing well meeting objectives and on budget and on time.
-  14 actions have commenced and are progressing and require monitoring.
-  8 actions have not commenced and are mostly long term actions

Milestones

A) Master Plan Implementation - short term actions

1.4 Re-establishing a visual link between the library square and harbour.

- ✓ Onsite meetings held with City Spaces to discuss and prioritise improving the visual links between Library Square and Raby Bay Harbour Park and Middle Street through to RPAC
- ✓ Some pruning to occur before the end of 2012/2013

2.1 Implement actions and initiatives aimed at increasing the number of people visiting the Cleveland CBD. Actions to be considered include free Wi-Fi proposal within the library square area (already subject to separate project bid), painting program for private buildings, activation of vacant shop fronts, etc.

- ✓ Providing free Wi-Fi into the Cleveland Library is a 2013/2014 budget bid by Library Services.
- ✓ The bid does not include extending the service into Library Square

4.3 RPAC activation – built environment at RPAC

- ✓ Activation of all of the outside areas around RPAC is currently being investigated
- ✓ Events are being trialled outside the main buildings
- ✓ A portable stage has been constructed and is hosting free outdoor events

4.4 Investigation of night-time activities in the CBD. Empowerment of local businesses to drive investment in the CBD.

- ✓ Night time events at RPAC including outside the building are being used as a way of driving acceptance and attendance at night time events in the Town Centre – in addition to Raby Bay Harbour.

4.5 Investigate potential for Events Incentives package. Development of a standardised event management process

- ✓ Work has commenced on putting an incentives package together.
- ✓ A separate report is presented to Council to gain direction on possible incentives
- ✓ An incentive package will be presented to Council at the August meeting

B) Management of Cleveland CBD Development Incentives Program

1.1 Finalisation, adoption and implementation of administration aspects and rules regarding the operation of the incentives program (i.e. business rules, administration procedures, administration of fee and charge concessions including rating and utility charge concessions). (\$1.5m in infrastructure concessions)

- ✓ CBD Development Incentives Package Fact Sheet completed
- ✓ Administrative arrangements are being put in place

C) Economic Analysis incorporating Council land investigations and requirements

3.1 Review of Council office and library requirements in terms of location, size, configuration and preferred ownership arrangements.

- ✓ The Strategic Accommodation Review has commenced.
- ✓ The project will be completed by 30 June 2013

4.1 Undertake a review of 2006 strategic car parking review to determine number of off road public car parks required to be provided, preferred location and viable financial options for delivery.

- ✓ The Strategic Car Park Review will commence shortly
- ✓ The project will be managed by City Planning and Environment with the assistance of City Infrastructure

5.1 Economic Baseline, 5.2 Role and Function of CBD, 5.3 Revitalisation Strategy, 5.4 Implementation

- ✓ The above Cleveland Commercial Investment Attraction Strategy has been awarded.
- ✓ The contract was awarded on the basis of Stage 1 and 2 to be completed on 30/06/13
- ✓ Further stages will commence on 01/07/13 for completion by August 2013

D) Project Management and Governance

5.1 Preparation of detailed communication strategy to engage with business community and potential investors. Key elements to include:

- Marketing strategy - long term communications program marketing the Cleveland CBD, the master plan, precincts within the CBD and the incentives program
- Communications package to landowners located within the CBD area
- Preparation of media releases
- Coordination with EDQ as part of Cleveland PDA process

- ✓ The Communications Group have commenced the above marketing strategy which includes a \$75,000 commitment to the promotion of the Development Incentives Package

Additional project work

E) Cleveland CBD Users' Profile - Completed

An in-depth survey of residents and visitors within the Cleveland CBD was undertaken as a way of determining how the CBD is currently being used and to gain perceptions of the CBD. The findings will assist in developing a long-term strategy for the CBD renewal. The project was undertaken by Strengthening Communities Group and included the use of new community engagement software called Engagement HQ.

Users' Profile Project has been completed, including:

- ✓ Review of previous engagement data
- ✓ Community and socio-economic profiling
- ✓ Audit of existing businesses and organisations within Cleveland CBD
- ✓ Online Engagement software approved and procured (\$7,000)
- ✓ Online and intercept surveys designed to record users' experiences

STRATEGIC IMPLICATIONS

The revitalisation of the Cleveland CBD is recognised as a strategic priority of Council. Implementation of the Cleveland CBD Revitalisation Work Plan will guide future work related to the revitalisation of Cleveland CBD and assist with delivering the short, medium and long term outcomes of the Cleveland CBD Revitalisation Committee.

Legislative Requirements

There are no legislative requirements that affect the outcome of this report.

Risk Management

There are no risk management requirements that affect the outcome of this report.

Financial

The work tasks for 12/13 have been estimated at \$135,000.

To date (13/5/13) \$110,000 has been committed from the allocated \$135,000 in the 2012/2013 financial year.

An allocation of \$10,000 will be required by City Spaces for tree pruning and it is expected that the full budget amount will be committed by the time this report goes to Council.

The Communications Group have indicated that the \$75,000 allocated for the communication strategy is currently on time for delivery in the current financial year.

People

The implementation of the Cleveland CBD Revitalisation Work Plan and associated work programs is requiring work to be undertaken across a range of departments and groups within Council. The draft Cleveland CBD Revitalisation Work Plan assigns responsibility to appropriate areas of Council for each of the activities and tasks. Recognising the significance of the Cleveland CBD Revitalisation Project it is expected that Council groups will work collaboratively to implement the plan.

Environmental

The environmental benefits in relation to the works of the Committee will be prefaced on the environmental benefits associated with Cleveland Town Centre Master Plan. These would include:

- Improved open space and public amenity
- Town Square development
- Traffic flow improvements, reducing vehicle movements
- Improved pedestrian and cycling routes
- Improved transport use, with less reliance on the use of private vehicles; and
- Improved environmental requirements to buildings associated with the Master Plan, using best practice design elements. Some examples would include use of building materials that are used sustainably, building locations and height, use of recycled water, passive and active solar designs, street shading and building overhang, ensuring that embodied energy is minimised reducing utility usage.

Social

The implementation of one of the catalyst projects as outlined by Cleveland Centre Master Plan has the potential to result in a more varied mix of uses within the CBD (both commercial and residential) has the potential to increase activity within Cleveland outside of the traditional business hours, contributing to a more vibrant centre.

Alignment with Council's Policy and Plans

The recommendation of this report and the Cleveland CBD Revitalisation Work Plan support a range of Council strategic priorities including green living, wise planning and design, a supportive vibrant economy, strong and connected communities and embracing the bay.

CONSULTATION

City Planning and Assessment is coordinating the projects across various Council Groups. Each Group Manager has been asked to provide feedback and a status update on the progress of their projects.

OPTIONS

1. That Council resolve to:
 - a. Note the progress of the implementation of the Cleveland CBD Revitalisation Work Plan; and
 - b. Add the Cleveland CBD Revitalisation Users' Profile project to the Work Plan.
2. That Council resolve not to adopt the Officer's Recommendation.

OFFICER'S/COMMITTEE RECOMMENDATION

Moved by: Cr J Talty
Seconded by: Cr C Ogilvie

That Council resolve to:

1. **Note the progress of the implementation of the Cleveland CBD Revitalisation Work Plan; and**
2. **Add the Cleveland CBD Revitalisation Users' Profile project to the Work Plan.**

CARRIED 3/0

8 CLOSED SESSION

MOTION TO CLOSE THE MEETING AT 11.21AM

Moved by: Cr C Ogilvie
Seconded by: Cr J Talty

That the meeting be closed to the public under section 275(1) of the *Local Government Regulation 2012* to discuss the following item:

8.1.1 Cleveland CBD Wi-Fi Proposals

The reason that is applicable in this instance is as follows:

- (h) *Other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.*

CARRIED 3/0

MOTION TO REOPEN MEETING AT 11.26AM

Moved by: Cr C Ogilvie
Seconded by: Cr J Talty

That the meeting be again opened to the public.

CARRIED 3/0

8.1 ORGANISATIONAL SERVICES

8.1.1 CLEVELAND CBD WI-FI PROPOSALS

Datworks Filename: ED PLANNING - CLEVELAND CBD - PROPOSED WORK PROGRAM

Responsible/Authorising Officer:



Nick Clarke
General Manager Organisational Services

Author:

Douglas Hunt
Principal Adviser Economic Development

EXECUTIVE SUMMARY

A confidential report from the General Manager Organisational Services was discussed in closed session.

OFFICER'S/COMMITTEE RECOMMENDATION

Moved by: Cr J Talty
Seconded by: Cr C Ogilvie

That Council resolve that the Cleveland CBD Revitalisation Special Committee resolve to commence more detailed investigation with the two companies that submitted quotes on the provision of Wi-Fi in the Cleveland CBD with a view to presenting a fully costed proposal for Council to consider.

CARRIED 3/0

9 MEETING CLOSURE

There being no further business, the Mayor declared the meeting closed at 11.26am.

Signature of Chairperson: _____

Confirmation date: _____