



**Redland**  
CITY COUNCIL

# **MINUTES**

## **CLEVELAND CBD REVITALISATION SPECIAL COMMITTEE**

**Thursday, 6 June 2013**

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

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## 1 DECLARATION OF OPENING

The Mayor declared the meeting open at 9.03am.

## 2 RECORD OF ATTENDANCE AND LEAVE OF ABSENCE

### Members Present:

Cr K Williams	Mayor
Cr C Ogilvie	Councillor Division 2
Cr M Edwards	Councillor Division 5 – entered meeting at 9.50am
Cr J Talty	Councillor Division 6 – entered meeting at 9.08am
Cr M Elliott	Councillor Division 7

### Committee Manager:

Mrs L Rusan	General Manager Community & Customer Services
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### Officers:

Mr B Lyon	Chief Executive Officer
Mr N Clarke	General Manager Organisational Services
Mr G Photinos	Manager City Planning & Environment
Mr D Hunt	Principal Advisor Economic Development
Mr B Macnee	Group Manager Development Assessment

### Observers:

Cr A Beard	Deputy Mayor and Councillor Division 8
Cr P Bishop	Councillor Division 10

### Minutes:

Mrs J Parfitt	Corporate Meetings & Registers Team Leader
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## 3 PRESENTATION TO COUNCIL

A presentation to Committee was given by Mr Mark Jones on 'smart sign' technology, a local loyalty program and fostering new business via an 'incubation' program.

## 4 PUBLIC PARTICIPATION AT MEETING

Nil

## 5 DECLARATION OF MATERIAL PERSONAL INTEREST OR CONFLICT OF INTEREST ON ANY ITEMS OF BUSINESS

Nil

## 6 MOTION TO ALTER THE ORDER OF BUSINESS

Nil

## 7 COMMUNITY & CUSTOMER SERVICES

### 7.1 WORK PLAN ACTION A) 4.5 EVENTS INCENTIVES PACKAGE

**Datworks Filename:** ED Planning: Cleveland CBD Proposed Work Program  
LUP Projects: Cleveland CBD Project

**Responsible/Authorising Officer:**



**Louise Rusan**  
**General Manager Community & Customer Services**

**Author:**

**Angela Wright**  
**Principal Advisor Open Space Planning**

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### PURPOSE

The purpose of this report is to provide an overview of the investigations into the potential for an Events Incentives Package Cleveland CBD (Action Item 4.5).

It has been found that the development of an Events Incentives Package for the Cleveland CBD is warranted due to the amount of planning and approvals currently required to conduct an event.

It should be possible to specify up front Council's requirements thus enabling speedier approvals with reduced red tape.

### BACKGROUND

The Cleveland CBD Work Plan was adopted on 18<sup>th</sup> April 2013.

A breakdown of the Action 4 is provided below

#### A) Master Plan Implementation - short term actions

Item 4. Street Activation	
4.1	Activation of Council buildings at street level e.g. Library Building.
4.2	Investigate opportunities for the establishment of a street vendors program. Linked to commercial use of public open space project.
4.3	RPAC activation – built environment at RPAC
4.4	Investigation of night-time activities in the CBD. Empowerment of local businesses to drive investment in the CBD.
4.5	<u>Investigate potential for Events Incentives package. Development of a standardised event management process</u>
4.6	Night time activation for events in CBD

## ISSUES

### **Already in the pipeline - Draft - Event Information Kit**

An Event Information Kit has been written by the Health and Environment Unit to provide event organisers with general information about legislative requirements for holding events and an overview of what types of permits, bookings and applications they may need to submit to Council.

The kit has been used to provide an understanding of what aspects of the approval process could be streamlined and included in an incentives package.

The Event Information Kit defines events to include but not limited to: concerts, festivals, markets, community events and organised one-off sporting events.

### **What we found – local laws and permits**

There are two local laws managing events:

#### 1. Local Law 9 Entertainment Venues

The main object of Local Law 9 is to ensure that entertainment venues comply with appropriate standards of health and safety and the amenity of the area in which the entertainment venue is situated is protected. This local law needs to be considered during the preparation of an incentives package.

#### 2. Local Law 20 Commercial Use of Roads

The main object of the Local Law is to regulate soliciting and conduct of business on roads and associated public places. The local law needs to be considered during the preparation of an incentives package.

### **Red Tape Reduction – streamlining the application process**

The draft Event Information Kit outlines a not insignificant number of permits required to hold an event in public and private open space. One of the main objects of Action 4.5 is to investigate the best way to ensure that every event complies with these requirements whilst at the same time streamlining the time it takes Event Organisers to get approvals thus making the event happen on the ground faster.

### **Current levels of activity in the Cleveland Town Centre**

Cleveland Town Centre Bookings in the last 12 months		
Location	Type	Number
Footpath	Street Stalls	3-4 bookings per month 13 organisations with street stall permits
Cleveland Library Square	Council Community event Art Show	2
Town Centre Park	Music Show Artists/Musician/Street Performers	4

Cleveland Town Centre Bookings in the last 12 months		
Raby Bay Harbour Park	Twilight Markets	1
Raby Bay Harbour Park	Triathlons	3
Bloomfield Street	Sunday Markets	Every Sunday

**Approving events within the RCC framework of the Local Laws and other statutory instruments – potential for streamlining for Cleveland CBD**

Local Law or Statutory requirement	Application or plan	Suitable for red tape reduction or incentive
LL9 - Temporary Event Application	Application	No – basic information on the event required.
LL9 Temporary Event Application - plans	Event site map	Yes – preapproved sites and site maps could be developed for fast tracking.
LL9 Temporary Event Application - plans	Layout of equipment and other fittings and fixtures	Yes – preapproved sites and site maps could be developed for fast tracking.
LL9 Temporary Event Application - plans	Public Liability insurance certificate	No – each Organiser needs to have their own.
LL9 Temporary Event Application - plans	Events Management Plan	Yes – a template could be developed with pre-filled details that the organiser has to comply with if they want to be fast tracked.
LL9 Temporary Event Application - plans	Liquor licence certificate	Maybe – RCC maybe able to hold pre-approved liquor licences over certain sites and supply to the organiser for them to comply with or at least have Council's non-objection endorsement letter for pre-approved sites readily available in the incentives package.
LL9 and the Food Act 2006 Temporary Event Application - plans	Temporary Food business application – licence	No – important the organiser completes this to ensure Food Safety Standards.
LL 20 Outdoor Dining Permit	Permit	No – basic information on the event required.
LL 20 Outdoor	Site dimensions, site features,	Yes – RCC could prepare

Local Law or Statutory requirement	Application or plan	Suitable for red tape reduction or incentive
Dining Permit - plans	topography and services, adjoining features and constraints, proposed layout	these details and provide to an organised for a fast tracked application.
LL9	Emergency Management Plan	Yes – at preapproved sites a plan and site maps could be developed for use by the organiser and fast tracking approval.
LL9	Risk Management Assessment	Maybe – RCC could prepare sample risk management assessments for small, medium and large low, medium and high risk events – those typical of what RCC would be wanting to support and encourage in the Town Centre.
Transport Operations (Road Use Management) Act 18995	Traffic Management Plan	Yes– RCC could prepare traffic management plan for preapproved site for small, medium and large events – those typical of what RCC would be wanting to support and encourage in the Town Centre.
LL20	A Parking and Pedestrian Management Plan	Yes– RCC could prepare traffic management plan for preapproved site for small, medium and large events – those typical of what RCC would be wanting to support and encourage in the Town Centre.
Police Powers and or DTMR	Temporary Road Closures – signage, public notices, application, letter box drop,	Yes– RCC could prefill temporary road closure documentation and signage for preapproved sites for small, medium and large events – those typical of what RCC would be wanting to support and encourage in the Town Centre.
Electrical Safety Act 2002	Testing and tagging	No

Local Law or Statutory requirement	Application or plan	Suitable for red tape reduction or incentive
Petroleum and Gas (Production and Safety) Regulation 2004	Gas System Compliance Certificate	No
Explosives Regulation 2003	Site specific safety management plan	Maybe – for pre-approved sites and for fast tracking a plan could be developed by a qualified person for inclusion in an incentives package.
Building Act 1975 – temporary building and structure	Development Permit	No - larger structures should not be pre-approved this is to ensure utmost safety.
Environment Protection Act 1994	Noise	Yes – at pre-approved site and for fast tracking specific conditions could be developed and agreed to by the organiser.
Local Law 2 (Animal Management)	Use of animals	No
Environment Protection (Waster Management) Regulation	Toilet facilities	No – toilets must comply – a list of suppliers of compliant portable toilets could be supplied in incentives package and no relaxation on the number of toilets for events should be made.
Local Law 11 Control of Signs	Signage approval form - banners, flags, sponsorship signage, information signage	Yes – a preapproved signage package could be developed and used by organisers for a fast tracked application, pre-approved sites could have their own approved signage locations, the form could be pre-filled.
Model Local Laws	Draft Subordinate Local Law No 1.12 (Operation of Temporary Events)	Further red tape reduction measures are being considered within the review of the local laws.



### **Other event organising issues**

A number of issues were reported during the investigations including;

- Liability – sometimes there are blurred lines between what is understood to be Council's liability and what the event organiser is liable for particularly when Council has to get involved in the event organising during an approval process, the event is held on RCC property or the street or other privately owned buildings are used in the event (light show, hanging or displaying).
  - An incentives package should include clear information on who is liable for what.
  - It should be made clear to an event organiser if Council is to be a partner, a sponsor or just the approval agency.
- Fees and Charges – are currently in place for events that use public open space.
  - Potential for an incentives package to include reduced fees.
- Road Closures – can cause major headaches when they are required on both State and Local roads
  - A streamlined application would be one where only local roads were involved in the event and only local roads were requiring closing. This would be recommended in the incentives package.
- Approving unusual requests – from time to time approval for events will be required that Council has not dealt with before.
  - Components of an incentives package may be useful for these types of events but it is likely that time and effort will be needed to approve unusual events and that they won't be able to be fast tracked.
- Event Management Plans – often do not provide the detail required to give fact approval and as such a system to improve the quality of event management plans should be considered.
  - An incentives package would provide a template for an events management plan with all the issues that need to be addressed particularly to secure a fast tracked approval. Some examples of completed ones would be provided.

### **Need for a checklist**

There are a myriad of requirements for events and it has been noted that Council is not able to provide a checklist of all the stages and permits. An incentives package will include a checklist so that organisers can quickly and easily see all the requirements.

### **Events Incentive Framework – with the aim of streamlining processes**

A framework of incentives to be offered to Event Organisers should be developed.

The ideas within the framework require further investigation and costing to ensure events meet local law and statutory requirement and they are economically viable and will deliver an activated and more vibrant Cleveland Town Centre.

The framework:

1. Identify specific suitable sites in the Town Centre for events, activations and installations.
2. Undertake a public open space commercial use assessment at each of the sites.
3. Pre-approve these sites for future events.
4. Prepare plans and templates for each pre-approved site: e.g.
  - A site plan, event management plan, traffic management plan, parking and pedestrian plan.
  - A template letter for application for a temporary road closure.
  - Signage templates: lost children, lost property, road closures, first aid.
5. Provide assistance in completing a Risk Management Plan.

Additional ideas:

6. Prepare register of qualified first aid officers.
7. Consider having a bank of or access to electrical equipment for hire to event organisers that is already tested and tagged.
8. Consider waiving the cost of electricity if using a Council power box
9. Prepare a register of vendors who already hold a temporary food business licence.
10. Prepare a site specific fireworks safety management plan.
11. Consider free provision of extra rubbish bins
12. Consider free access to Butt Out facilities.
13. Consider a subsidy on the hire of the cost of portable toilets.
14. Prepare a sponsorship package for cash and inkind support for Cleveland Town Centre event organisers perhaps along these lines:
  - Level 1- Individual (not incorporated),
  - Level 2 Community Group (not incorporated),
  - Level 3 Community Organisation (incorporated),
  - Level 4 Small Business,
  - Level 5 Large Business,
  - Level 6 Event Organisers and Promoters,
  - Level 7 Redland City Council.

## **STRATEGIC IMPLICATIONS**

There could be more events and activations on the street and in the parks if an incentives package is put together and marketed.

### **Legislative Requirements**

Nil

### **Risk Management**

The following actions should be undertaken to ensure all risk management issues associated with preparing an events incentives package for streamlining and fast tracking event approvals include:

- Undertake a site assessment for each preferred event space,
- Prepare a risk management plan for each preferred event space,
- Categorise events into size, scale and risk types
- Determine a range of events that should be incentivised in the Cleveland Town Centre for approval and fast tracking.

### **Financial**

Investigate the current fee structure to determine if fees are a barrier to holding events.

Consider a possible fee reduction for inclusion in an incentives package for preferred events for approval and fast tracking.

Consider Cleveland CBD events subsidy or sponsorship.

### **People**

The following work units are currently part of the booking and approval system of Council. The incentives package is not going to recommend changes to this structure or ask for additional resources to implement. The essence of the fast tracking and incentives system would be to streamline the workload for everyone involved.

- Bookings for events in parks are handled by the Sport and Facilities Unit,
- Permits for events in parks are handled by the Health and Environment Unit,
- Permits for events in other locations are handled by the Health and Environment Unit,
- Regular events are also conducted by the Communications Group, the Creative Arts Unit, the Strengthening Communities Unit and Library Services.

### **Environmental**

Environmental issues addressed during the site assessment phase (see above in Risk Management).

### **Social**

Social issues addressed during the site assessment phase (see above in Risk Management).

### **Alignment with Council's Policy and Plans**

Aligned with Council's adopted Cleveland CBD Revitalisation Work Plan under the section A) Master plan Implementation – short term actions, Item 4, Street Activation, Item 4.5

### **CONSULTATION**

The following work groups were consulted during the preparation of this report:

1. Health and Environment Unit Officers,
2. Local Laws Officers,
3. Sport and Facilities Unit Officers,
4. Trish Dobson from Cleveland Buzz,
5. Jim Gleeson from Plan C (Urban Designers and Planners),
6. Principal Advisor Strategic Economic Development,
7. Principal Advisor Corporate and Democratic Governance,
7. City Planning and Environment Group Officers.

### **OPTIONS**

That Council resolve as follows:

1. That Redland City Council supports the development of an Events Incentives Package for the Cleveland CBD;
2. That the Events Incentives Package is developed using the following framework;
  - a. Identify specific suitable sites in the Town Centre for events, activations and installations;
  - b. Undertake a public open space commercial use assessment at each site;
  - c. Pre-approve these sites for future events;
  - d. Prepare plans and templates for each pre-approved site: e.g.
    - i. A site plan, event management plan, traffic management plan, parking and pedestrian plan;
    - ii. A template letter for application for a temporary road closure;
    - iii. Signage templates: lost children, lost property, road closures, first aid;
    - iv. Provide assistance in completing a Risk Management Plan;
3. That other incentives are researched and developed for inclusion in the package; and
4. That a report is brought back to the Cleveland CBD Revitalisation Committee for finalisation and adoption of the Cleveland CBD Events Incentive Package.

### **ALTERNATE OPTIONS**

1. To vary the Officer's Recommendation.
2. To reject the Officer's Recommendation.

**OFFICER'S/COMMITTEE RECOMMENDATION**

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

That Council resolve as follows:

1. That Redland City Council supports the development of an Events Incentives Package for the Cleveland CBD;
2. That the Events Incentives Package is developed using the following framework;
  - a. Identify specific suitable sites in the Town Centre for events; activations and installations;
  - b. Undertake a public open space commercial use assessment at each site;
  - c. Pre-approve these sites for future events;
  - d. Prepare plans and templates for each pre-approved site: e.g.
    - i. A site plan, event management plan, traffic management plan, parking and pedestrian plan;
    - ii. A template letter for application for a temporary road closure;
    - iii. Signage templates: lost children, lost property, road closures, first aid;
    - iv. Provide assistance in completing a Risk Management Plan;
3. That other incentives are researched and developed for inclusion in the package; and
4. That a report is brought back to the Cleveland CBD Revitalisation Committee for finalisation and adoption of the Cleveland CBD Events Incentive Package.

**CARRIED**

## 7.2 CLEVELAND CBD REVITALISATION WORK PROGRAM STATUS REPORT

**Datworks Filename:** ED Planning: Cleveland CBD Proposed Work Program  
LUP Projects: Cleveland CBD Project

**Attachment:** [Cleveland CBD Revitalisation Strategy Work Plan - Status Report](#)

**Responsible/Authorising Officer:**



**Louise Rusan**  
General Manager Community & Customer Services

**Author:**

**Angela Wright**  
Principal Advisor Open Space Planning

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### 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 1<sup>st</sup> May 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:

-  18 actions are progressing well meeting objectives and on budget and on time.
-  11 actions have commenced and are progressing and require monitoring.
-  10 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

An in-depth survey of residents and visitors within the Cleveland CBD will be 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, which will be added to the Work Plan is being undertaken by City Futures and includes using new community engagement software called Engagement HQ.

- Users' Profile Project has commenced, 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.

## **Financial**

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

To date (13/5/2013) \$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.

## **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 Environment 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.

## **OFFICER'S/COMMITTEE RECOMMENDATION**

**Moved by:** Cr M Elliott  
**Seconded by:** Cr M Edwards

**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**

**8 MEETING CLOSURE**

There being no further business, the Chair declared the meeting closed at 10.25am.

Signature of Chairperson:

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Confirmation date:

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