



# Rockhampton CBD Redevelopment Framework **PUBLIC CONSULTATION REPORT**

FEBRUARY / MARCH 2017



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## EXECUTIVE SUMMARY

Rockhampton Regional Council has identified that a vibrant, strong and prosperous CBD is critical for the long-term economic success of the city of Rockhampton and the broader region. With this in mind, Council is undertaking a signature project to lead the reinvigoration of the CBD through a comprehensive Rockhampton CBD Redevelopment Framework.

The Framework has been in development since early 2016, and has incorporated ongoing community engagement to gather input on the project's vision, objectives and priorities. In early 2017, the final draft Framework was endorsed by Council to proceed to public consultation, which commenced on 30<sup>th</sup> January 2017 for a period of 8 weeks.

Throughout the consultation period, Council received over one hundred feedback submissions from a wide variety of stakeholders from businesses, community groups and individuals. This feedback was collected from a range of channels including an online survey, by word of mouth at presentations, information stalls and forums, and by direct mail and email.

Of the comments received, approximately 75% demonstrated support of the Framework's objectives and strategies. In many cases, people also chose to include an individual perspective on the opportunities discussed in the document, and highlighted the challenges that must be overcome.

Many respondents acknowledged and stressed the importance of a multi-faceted approach to revitalisation that employed a variety of Strategies and Sub-strategies combined. The common themes and ideas that were supported across the feedback included providing adequate car parking, creating better linkages to the CBD from around the region, improving pedestrian comfort in the CBD and bringing activity and life back to the CBD through a management and curated approach.

Submissions that were opposed to the Framework voiced either a negative view towards revitalisation of the CBD in general, or highlighted specific concerns for further consideration. These concerns were mostly focused on parking in the CBD, security in the CBD and the viability of some of the Framework and the strategies and projects within.

Based on the consultation findings and ongoing community feedback, the Strategic Planning team has proposed a number of recommended changes to the draft CBD Redevelopment Framework. These changes address gaps identified by the community in the opportunities and challenges within the Rockhampton CBD; suggest additions or amendments to each of the three overarching strategies and the change making projects within; and aim to refine the six major catalyst projects to reflect community aspirations and priorities.

## **1. BACKGROUND**

The Rockhampton CBD Redevelopment Framework has been developed to provide overarching rigour and structure to the activities undertaken in the process of revitalising the Rockhampton CBD. Rockhampton Regional Council recognises the importance of facilitating community engagement and involvement throughout the development of the Framework in order to deliver an outcome that is reflective of the aspirations and goals of community users and business.

The Framework has been in development since early 2016, and has been drafted in multiple Parts, including the vision and project objectives, technical investigations and key strategies, sub-strategies and priority projects. Engagement with relevant stakeholder groups has been embedded throughout each of these Parts to ensure community feedback has been incorporated on an ongoing basis.

In early 2017, the final draft Framework was endorsed by Council to proceed to public consultation, which commenced on 30<sup>th</sup> January 2017 for a period of 8 weeks. The objective of this consultation was to confirm that the economic, community and cultural needs of the Rockhampton region had been heard and addressed in the Framework ahead of its final adoption by Council.

## **2. ENGAGEMENT APPROACH**

To support a meaningful and relevant consultation process, a detailed engagement and communication strategy was developed aimed at facilitating ample opportunity for the community to provide feedback and input. This was grounded by clear and relevant messaging.

The consultation period ran for a period of 8 weeks commencing Monday 30<sup>th</sup> January with the launch of the draft Framework by Queensland Premier Anastacia Palaszczuk. A range of engagement activities and communication channels were utilised, with the key methods of engagement being face to face interactions and online via the RRC website and online survey tool.

### **Engagement activities - Face to Face**

- Specific, focused meetings with key stakeholder groups, including:
  - CBD Reference Group Meeting – Wednesday 1 February
  - Rockhampton Developers Forum - Thursday 2 February
  - CBD Business and Property Owner Forum – Monday 13 February
- Attendance at scheduled meetings/ gatherings of other stakeholder groups, including local ratepayers meetings in regional areas
- Pop up consultation space in the CBD (Kern Arcade) on Wednesday 15th, Friday 17th and Monday 20th February, between 10am and 2pm
- Market Stalls across the region:
  - Luna Markets - Friday 24 February from 5pm
  - Kern Arcade Markets - Sunday 26 February from 8am
  - Heritage Village Markets - Sunday 12 March from 8am
- Shopping Centre displays from 11:30am through to 4:30pm:
  - Northside Plaza – Thursday 23 February
  - City Centre Plaza - Wednesday 1 March and Wednesday 15 March
  - Parkhurst Town Centre - Tuesday 7 March
  - Gracemere Shopping World - Thursday 9 March

### **Online Communications**

- Dedicated CBD Revitalisation webpage on RRC website, this included an electronic copy of the draft Framework for download and review, provided background information for the reason for engagement, outlined engagement opportunities including shopping centre displays and market stall dates/times and provided previous engagement outcomes relating to CBD revitalisation
- Online survey/feedback collection (included as Appendix A)
- Personalised Electronic Direct Mail (email) sent to key stakeholders throughout consultation period informing of the consultation process and inviting opportunity to provide feedback

### **Print Communications**

- Hardcopy CBD Framework and overview booklet available at key RRC locations, including City Hall, Gracemere and Mount Morgan Customer Service desks
- 580 CBD property owners and 500 CBD businesses received a letter in the mail with an overview booklet of the draft CBD Redevelopment Framework and directions on how to provide feedback.
- Hardcopy overview booklet distributed to various CBD businesses and handout out at all forums, presentations and engagements relating to the consultation

### **News and Media**

- Scheduled media releases to launch public consultation, promote engagement activities and drive continued conversations throughout consultation period
- Positive news stories promoted by the Morning Bulletin outlining the draft Framework's Catalyst Projects and areas for investigation
- Facebook/social media campaign to launch consultation and promote opportunities for the community to get involved (for example, shopping centre displays and market stall locations were advertised on Facebook).
- Radio advertising campaign throughout February and March
- Print advertising via 2 x double page spreads published in the Morning Bulletin to summarise the Framework - The Morning Bulletin's Saturday edition reaches an average of 33,000 readers

### 3. SURVEY ANALYSIS

#### *Survey Respondent Demographics*

Of the 68 community members who submitted feedback via the online survey, 60% were female, and 40% were male. The highest represented age group was 35-49 years (32%), closely followed by the 25-34 years group (24%) and 50-59 years group (22%). The 60-69 years group represented 13% of respondents, while the youngest sector (18-24 years) and oldest (70+ years) each represented 4%.

A wide variety of suburbs from within the Rockhampton region was represented, including:

- |                |                  |               |
|----------------|------------------|---------------|
| - Allenstown   | - Gracemere      | - The Range   |
| - Berserker    | - Koongal        | - Rockhampton |
| - Bouldercombe | - Mount Archer   | - CBD         |
| - Emu Park     | - Norman Gardens | - Rockyview   |
| - Etna Creek   | - Park Avenue    | - Wandal      |
| - Frenchville  | - Parkhurst      |               |
| - Glenlee      | - Port Curtis    |               |

Locations from outside of the region were also represented, including Yeppoon and interstate.

#### *Feedback on the Framework – Strategies and Sub-strategies*

54% of respondents agreed that the Challenges and Opportunities identified by the Framework adequately capture the current issues facing Rockhampton's CBD, while 43% disagreed, and 3% did not answer.

Of those that disagreed, 80% provided further comment. While a portion of these comments did touch on issues already identified by the Framework, albeit phrased differently, some additional challenges raised by respondents included:

- Previous failed attempts of CBD revitalisation (and the impact on community moral)
- Poor condition and maintenance of CBD buildings and long term vacancies
- A perception that rate payers money is better spent elsewhere
- Safety and security, perceived and real
- Flooding and its impact on infrastructure
- Local Indigenous culture (as an opportunity to leverage)
- Homelessness and unemployment
- Accessibility for disabled and elderly community members
- Things to do (at all hours of the day, for all age groups)
- Railway location in close proximity to the CBD's main road network
- Connection between the CBD and surrounding attractions and facilities

When asked which Strategies and Sub-strategies had the potential to deliver the most benefit to the CBD, almost half of respondents (48%) identified multiple Strategies in their answer. Further supporting this view, many acknowledged and stressed the importance of a multi-faceted approach to revitalisation that employed a variety of Strategies and Sub-strategies contained within the Framework. All three Strategies A, B and C were relatively evenly supported across this feedback.

Of those who nominated preference for a specific strategy, Strategy A, which focuses on creating a prosperous and interesting place to live, do business and invest, generated the highest support (62%).

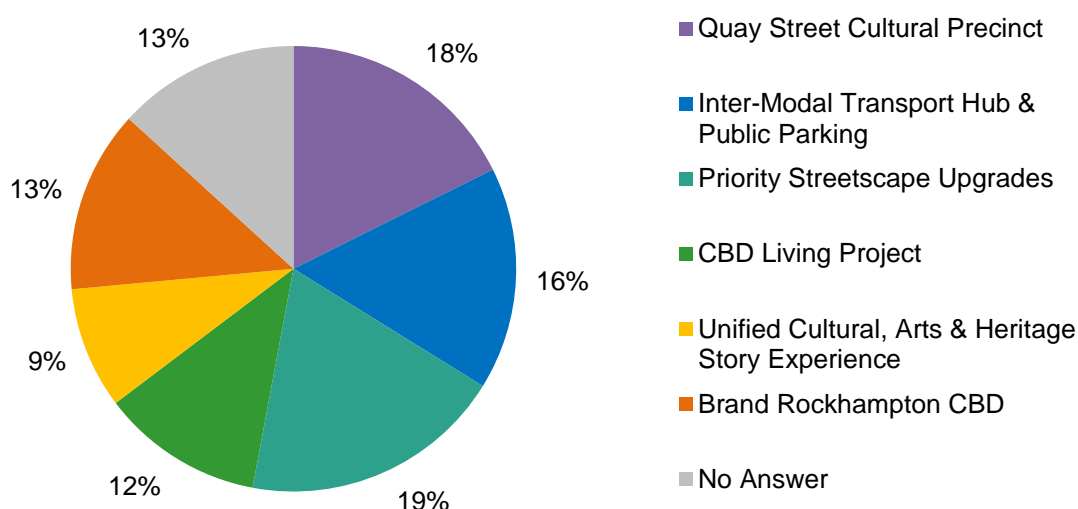
This was followed by Strategy C (27%), which focuses on creating a greener, more comfortable environment, cultural aspects and civic pride.

Strategy B generated the lowest support (12%). This strategy looks at connections to transport, parking, and business and to the broader community. However it should be noted that the feedback related to this strategy was heavily focused on CBD parking.

#### *Feedback on the Framework – Projects and Initiatives*

Of the six major Catalyst Projects identified in the draft Framework, all received some level of support across respondents' feedback. By a slight margin, Priority Streetscape Upgrades was rated the highest priority by respondents (19%). This was closely followed by support for the Quay Street Cultural Precinct (18%) and the Inter-modal Transport Hub and Parking Project (16%).

13% of respondents nominated the Brand Rockhampton CBD as the most important priority project for the CBD, while 12% nominated the CBD Living Project and 9% identified the Unified Cultural, Arts & Heritage Story Experience as a priority. Proportionally this is demonstrated below in Figure 3a.



*Figure 3a – Feedback on the Framework – Priority ratings of proposed Catalyst Projects*

#### *General Comments*

In addition to the six major Catalyst Projects identified in the draft Framework, over half of survey respondents (60%) nominated additional ideas or comments around smaller, quick-win type projects that they felt should be incorporated into the final Framework. In some cases, these projects were already covered in the Framework's Strategies and Sub-strategies, and in other instances these ideas could clearly be aligned with feedback relating to a specific issue or concern, such as activation, parking or business development.

#### **4. CONSULTATION FINDINGS**

Of the comments received across the online survey, individual submissions and conversations held with the community throughout the consultation process, feedback indicated that approximately 75% demonstrated support of the Framework's objectives and strategies. In many cases, people also chose to include an individual perspective on the opportunities discussed in the document, and highlighted the challenges that must be overcome.

The common themes and ideas that were supported across the feedback we received included:

- Creating better linkages to the CBD, including bicycle, motorcycle and boating access and facilities, and ensuring all abilities access and infrastructure is adequately catered for
- Providing adequate parking for cars on and off road
- Improving pedestrian comfort in the CBD by increasing the amount of green shady places and walkways, and continuing street redevelopment
- Bringing activity and life back to the CBD through regular events, live music, fresh food markets and a revitalised retail mix, for domestic visitors and tourists
- Providing adequate services and security for the planned increase in people living in the CBD
- The importance of our indigenous history and culture
- Management of the CBD as a single centre to facilitate quick wins and continuous improvement

Submissions that were opposed to the Framework voiced either a generally negative view (in the minority), or highlighted specific concerns for further consideration. These concerns included:

- The viability and best practice of some of the sub strategies recommended for investigation
- Some felt we had been down this path before and achieved little, while others voiced the opinion that Council resources were better applied elsewhere
- Ongoing maintenance and infrastructure costs and management
- Security in the CBD, and the importance of secure and clean public amenities
- Concern about loss of service access in laneways
- The extent of the study area and sub-parts

## 5. RECOMMENDATIONS

Based on the above consultation findings and ongoing community feedback, the Strategic Planning team has proposed a number of changes to the draft CBD Redevelopment Framework. The following recommendations have been considered by council in the review and adoption of final documents associated with the Framework.

- Amend Regional context map to suit Rockhampton LGA (pg. 7)
- Amend Rockhampton context to highlight lack of green, open spaces and predominance of roads (pg. 9)
- Include Rockhampton's diverse and rich Cultural Heritage to CBD Opportunities (pg. 13)
- Include limited land tenure and personal safety and security to CBD Challenges (pg. 15)

### *Strategy A*

- Amend project A1j to include investigation into new Place Management Model including a Business Improvement District (pg. 26)
- Include live music platform or band stand to project A2k (pg. 28)
- Amend project A2m to include investigation of Service Level Gaps for inner city living (pg. 28)

### *Strategy B*

- Include additional project B1i to address arrival statement for traffic from airport (pg. 34)
- Extend entrance route on Bolsover Street depicted on B1 Strategy Map (pg. 35)
- Include additional project B2j to ensure All Abilities Access is a feature of new development and public realm upgrades (pg. 36)
- Include additional project B3i to include an investigation of future cross river cycle connections (pg. 38)

### *Strategy C*

- Amend priority streetscape project to include Quay Street in project C2b (and hence remove from project C2e (pg. 46) and reflect this in C2 Strategy Map (pg. 47)
- Include additional project C3j to address reuse of heritage spaces in CBD (pg. 48)

### *Catalyst Projects and Implementation*

- Update project timeline associated with Inter Modal Transport Hub + Public Parking (pg. 58)
- Update project timeline associated with Priority Streetscapes project and include addition of Quay Street in project staging (pg. 62). Reorder streetscape projects to suit changes to staging (pg. 64-71).
- Update project timeline associated with CBD Living Project (pg. 72)
- Update steps to delivery and project timeline associated with the Cultural Arts, Heritage and Entertainment Experience (pg. 76)
- Amend the Brand Rockhampton CBD catalyst project to include a Place Management component and have this reflected in the project's principles, objectives, steps to delivery and timeline. Highlight projects C2h and A1j in related change making projects and include additional examples of place management success (pg. 80-81).
- Highlight implementation actions and updated graphics to be more visual and dynamic (pg. 86-89).

## 6. APPENDICES

### Appendix A – Public Consultation Online Survey (via SurveyMonkey)



#### About the CBD Redevelopment Framework

Rockhampton Regional Council has identified that a vibrant, strong and prosperous CBD is critical for the long-term economic success of the city of Rockhampton and the broader region. With this in mind, Council in conjunction with design partner, Urbis, is undertaking a signature project to lead the reinvigoration of the CBD through a comprehensive Rockhampton CBD Redevelopment Framework.

The CBD Redevelopment Framework lays out a 20 Year Vision that establishes the priorities and focuses plans for the future of Rockhampton's central business district. The document has been in development since early 2016, drawing on feedback and priorities from the community, business and property owners and Council representatives. The Framework is now in final draft form and presented to the Rockhampton regional community for public consultation and feedback throughout February and March 2017.

View the draft Rockhampton CBD Redevelopment Framework on [Council's website](http://www.rrc.qld.gov.au) at [www.rrc.qld.gov.au](http://www.rrc.qld.gov.au) or at Council's Customer Service Centres, located at Gracemere Office, 1 Ranger Street; Mount Morgan Office, 32 Hall Street; or Rockhampton Office, 232 Bolsover Street.

#### PRIVACY NOTICE

Rockhampton Regional Council is collecting the personal information you supply in this survey for the purposes of research and feedback regarding the draft Rockhampton CBD Redevelopment Framework.

Your personal details will not be disclosed to another person or agency external to Council without your consent unless required and authorized by law.

Firstly, a little bit about you...

#### 1. What is your name? (optional)

#### 2. What is your gender?

- ☐ Male
- ☐ Female
- ☐ Do not wish to disclose

#### 3. What is your age?

- ☐ Under 18 years
- ☐ 18 – 24 years
- ☐ 25 – 34 years
- ☐ 35 – 49 years
- ☐ 50 – 59 years
- ☐ 60 – 69 years
- ☐ 70 years +
- ☐ Do not wish to disclose

#### 4. What suburb do you live in?

Public Consultation Feedback Form  
Draft Rockhampton CBD Redevelopment Framework



**5. Do you think that the Challenges and Opportunities identified by the Framework adequately capture the current issues facing Rockhampton's CBD?**

- ☐ Yes
- ☐ No

**6. If No, please identify the challenges and opportunities you also see.**

**3 STRATEGIES TO GUIDE  
Redevelopment**

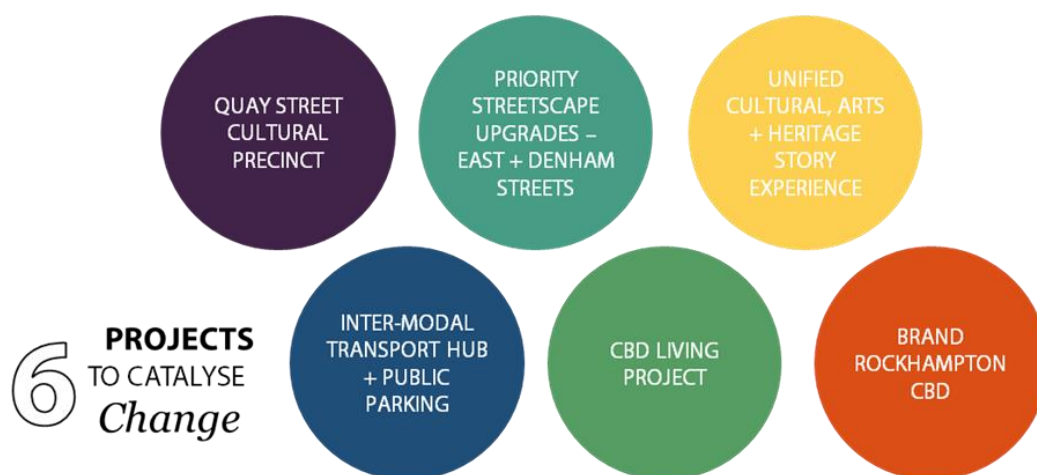
**A**  
**STRATEGY A**  
A THRIVING +  
DYNAMIC CBD

**B**  
**STRATEGY B**  
A LEGIBLE +  
CONNECTED CBD

**C**  
**STRATEGY C**  
A MEMORABLE,  
SUSTAINABLE +  
ENDURING CBD

**7. Which Strategies and Sub-Strategies do you think have the potential to deliver the most benefit to the CBD, in both the short and longer term?**

*Public Consultation Feedback Form*  
Draft Rockhampton CBD Redevelopment Framework



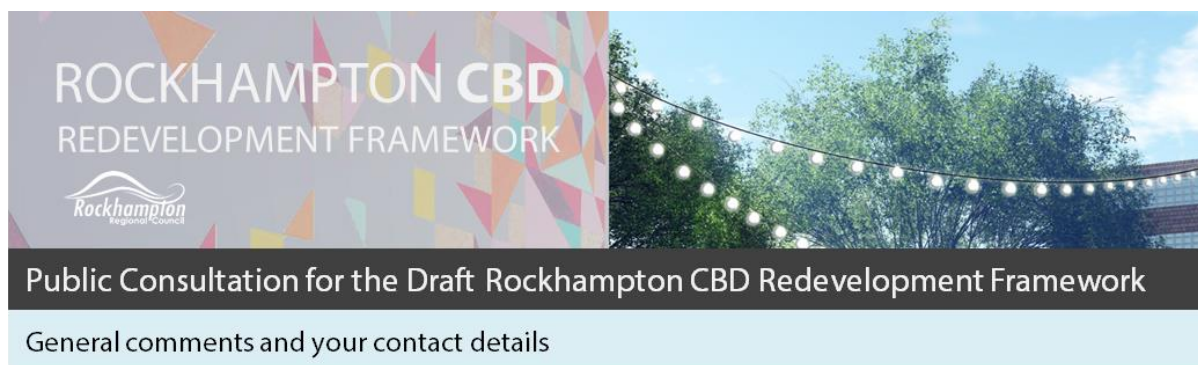
**8. Of the six major Transformational Projects identified in the Framework, which one do you rate as the highest priority for the CBD?**

- ☐ Quay Street Cultural Precinct
- ☐ Inter-Modal Transport Hub & Public Parking
- ☐ Priority Streetscape Upgrades
- ☐ CBD Living Project
- ☐ Unified Cultural, Arts & Heritage Story Experience
- ☐ Brand Rockhampton CBD

Why?

**9. Are there any other projects, plans or ideas - big or small - that you believe would help generate activity and revitalise the CBD?**

*Public Consultation Feedback Form*  
Draft Rockhampton CBD Redevelopment Framework



**10. Do you have any other general comments on the Framework?**

**11. Would you like Council to provide follow up information regarding the CBD Redevelopment Framework after the public consultation period?**

- ☐ Yes, please
- ☐ No, thank you

**12. If Yes, please select your preferred method of contact**

- ☐ Email
- ☐ Post
- ☐ Via mainstream media

Please provide your email address or postal address as required

**13. Would you like to sign up to Rockhampton Regional Council newsletters and communications?**

- ☐ Yes, I would like to hear more about Council subscriptions
- ☐ No, thank you

If Yes, please provide your email address

*Thank you for providing your feedback on the draft Rockhampton CBD Redevelopment Framework*

*Public Consultation Feedback Form*  
Draft Rockhampton CBD Redevelopment Framework