

# Queanbeyan CBD Transformation Strategy



**“No single strategy, policy or program can assure success for the renewal of the city CBD. Transformation will rely on many integrated parts working together...”**



## Contents

<b>Introduction</b>	<b>4</b>
Purpose of this document	4
What's prompted the Strategy?	4
Community Engagement	4
<b>Our Roadmap to Transforming our CBD</b>	<b>6</b>
Table 1: Strengths and Challenges of the CBD	7
<b>Framework for Transformation</b>	<b>8</b>
Transformation Strategic Focus	9
Transformation Influencers	10
Transformation Enablers — Core Instruments	11
<b>CBD Profile</b>	<b>13</b>
Retailing in Queanbeyan CBD	14
Service businesses in Queanbeyan CBD	14
All businesses in CBD	14
<b>Vision, Outcomes and Success Factors</b>	<b>15</b>
Our Vision	15
Our Ambitions: the outcomes we want	15
Strategic Pillars and Transformation Success Factors	16
<b>Transformation Strategies</b>	<b>17</b>
<b>Submitting Feedback</b>	<b>35</b>



## Introduction

Queanbeyan-Palerang Regional Council is committed to progress the successful and sustainable economic, environmental and social development of the Queanbeyan CBD. This Strategy includes a framework to deliver the desired outcomes of increasing economic and retail activity in the CBD through accommodating visitors, residents and workers, and capitalising on opportunities to revitalise the town centre. Apart from the economic benefits that can potentially accrue from town centre revitalisation, there are also many important social benefits. A town centre, which contains a high quality public realm and a range of activities to attract visitors, creates a positive image for the region and engenders a strong sense of community pride.

Like many other regional centres in Australia, the Queanbeyan CBD faces significant challenges of a global economy, increased competition from online shopping and segmented consumerism. Add to this the large commuter population who more likely shop and recreate near their place of work in the ACT; some elements of uncoordinated development; and a lack of investment that have contributed to the CBD's loss of identity and vibrancy. Cities that have successfully renewed have recognised the fundamental importance of having a distinct identity that reflects the character of the city and supports business establishment. A highly-valued public realm that is intuitively connected and offering ease of pedestrian access will foster people's enjoyment of their city environment and encourage social and economic activity to occur. Urban renewal should be the stimulus that encourages the private sector to invest and reinvigorate the older parts of the inner city infrastructure, with developments leveraging off each other to create an inspiring and energetic CBD.

The CBD requires a bold and long term vision for sustained growth that addresses its challenges but builds on its strengths.

## Purpose of this document

The CBD Transformation Strategy is aspirational, aimed at promoting discussion and setting a strategic framework for a suite of plans to guide future development, design and shaping of public domain — piazzas, parks, laneways, river corridor, pedestrian and cyclist movement, traffic movement and carparking for example; and the community and commercial partnerships to guide the CBD Masterplan, the staged construction of public domain, and the revision of the development control plan — to transform the Queanbeyan CBD.

## What's prompted the Strategy?

It's time to refresh the 2009 CBD Masterplan and subsequently, commence revision of the development control plan (DCP). Two key stages are complete: the Crawford Lifestyle precinct, and the Monaro streetscaping and Queen Elizabeth II park revitalisation.

Council has several underutilised buildings and carparks in the CBD that are inefficient uses of those sites. The community seeks a cinema and more car parking. It wants to differentiate from Canberra and continue to present Queanbeyan's point of difference — *country living with city benefits*.

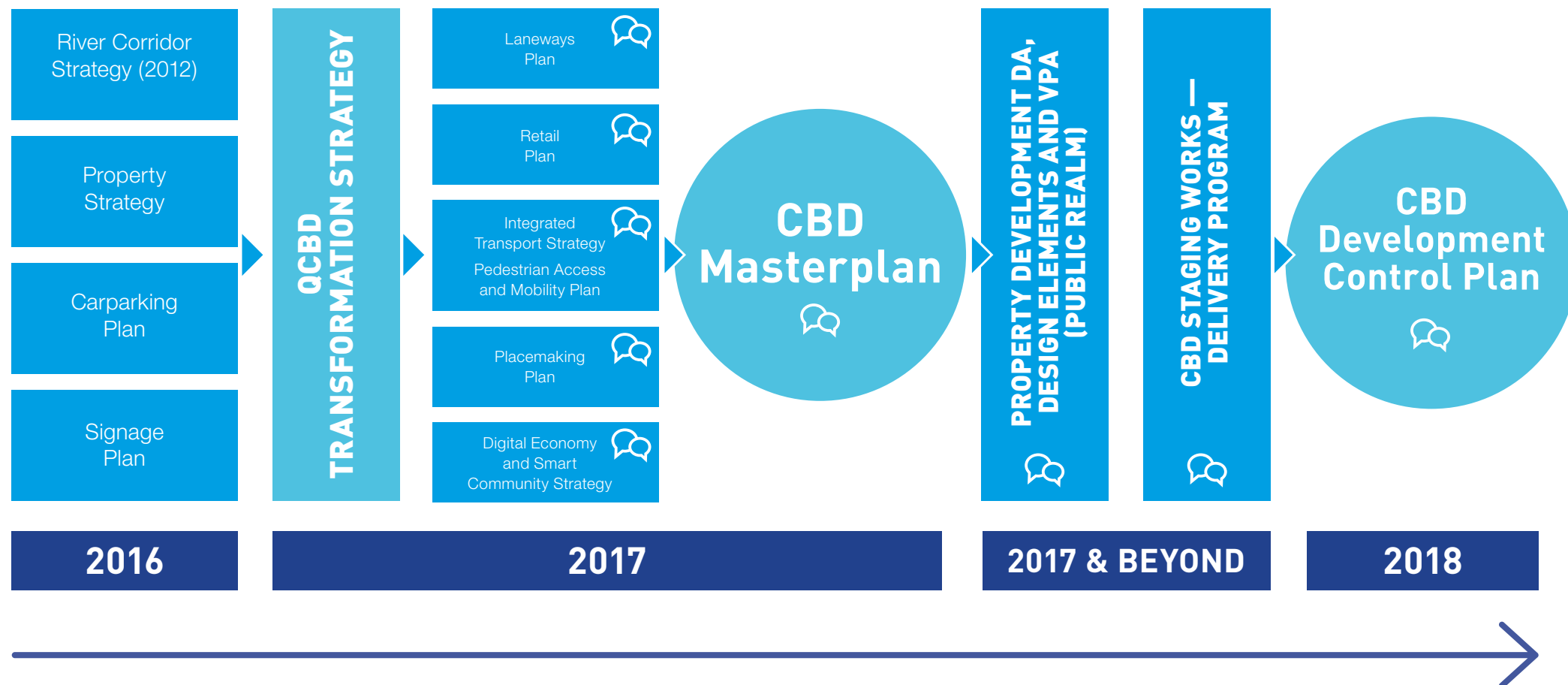
We'd like to position Queanbeyan as an attractive regional centre to live, invest, visit and recreate. We can convert those underutilised buildings and carparks as a catalyst for CBD redevelopments to accommodate residents, visitors and workers — in turn activating the lifestyle and retail precincts with higher levels of patronage.

In line with the principles adopted with the Property Strategy in 2016, the first step is the consolidation of Council staff from 11 buildings around the CBD into a purpose-built headquarters and community space, in turn releasing those sites for redevelopment into resident, worker and visitor accommodation, entertainment facilities and high quality public domain and pedestrian connections.

## Community Engagement

This document seeks comment and feedback for input into a refined final Strategy that will then provide a guide to help shape the future of our CBD. Some feedback has already been included from the Reimagine Retail workshop in November 2016 and further consultation will take place in early 2017. Instructions on how to submit feedback are included at the back of this document.

The diagram below illustrates the relationship of the Plans with the Strategy, and further points of community engagement:



= community consultation opportunity



## Our Roadmap to Transforming our CBD

### VISION

A flourishing commercial centre providing a vibrant social lifestyle

#### Three key Strategic Focus

1. Create an identity for the CBD
2. Connect our CBD
3. Enable Investment in our CBD

#### EIGHT BIG AMBITIONS

1. An economically thriving commercial centre as the focal point of the region
2. A business district containing a diversified retail mix and shopping offer
3. An enabling entrepreneurial ecosystem
4. More people visiting, living and working in the CBD
5. A connected CBD facilitating pedestrian access to different precincts
6. A vibrant cultural and entertainment presence
7. An activated riverfront and connected green spaces
8. A highly-valued public realm

## Transformation — Our Strengths and Challenges

The renewal of the Queanbeyan CBD seeks to achieve social, economic and cultural outcomes. Whilst there is a need to develop future renewal directions, understanding the current environment of the CBD is necessary to plot a course of change that both utilises the strengths of the CBD and addresses the challenges or weaknesses to improve the long term economic viability, sustainability and liveability of the inner city.

Acknowledging the positive and negative attributes of the CBD help us understand the small or large scale change that is required to achieve our desired outcomes. Below in Table 1, is a list of strengths and challenges attributed to the CBD.

**Table 1: Strengths and Challenges of the CBD**

STRENGTHS	CHALLENGES
Proximity to the riverfront development	Poor pedestrian connectivity between precincts and facilities
Presence of The Q cultural asset	Declining and undifferentiated retail offering
Investment interest is high	Negative public perception of the CBD retail offering
Engaged local council	Negative perception that there is insufficient parking
Regional hub for SE NSW including government services	Old and rundown buildings with substandard street appearance
Forecast sustained growth	Some disengaged CBD property owners
Location to Canberra	Fragmented property ownership
All of CBD attractions are within walking distance of each other	Lack of CBD or precinct identity
Traditional 'Main St' shopping strip	Large city blocks with limited pedestrian or vehicle access
Surrounded by parks	Large and dispersed CBD footprint
Queanbeyan's heritage and role in Canberra's establishment	Substantial retail competition in the ACT
	Lack of CBD attractions
	Absence of attractive public space to entice pedestrians to gather in the CBD
	Low levels of foot traffic in the CBD
	Prevalence of heavy vehicle traffic in main street
	Large volume of transient and noisy drive through traffic
	Absence of new private investment

## Framework for Transformation

No single strategy, policy or program can assure success for a city to transform its CBD. Transformation will rely on many integrated parts working together to deliver actions and a practical approach to convert Queanbeyan CBD into a more vibrant and prosperous city.

This Strategy focuses on developing an **IDENTITY**, improving **CONNECTION** and delivering **INVESTMENT**. This will be the city's strategic focus that will use **Transformation Influencers** and **Transformation Enablers** as tools for success.

Figure 1: Integrated Framework for Transformation



### Transformation Strategic Focus

Identity, Connection and Investment will provide the pillars from which actions and outcomes are driven

**Economic Development Strategy**



**Tourism Plan**



**Digital Economy and Smart Community Strategy**



### Transformation Influencers

The Economic Development Strategy, Tourism Plan and Digital Economy and Smart Community Strategy agenda will all influence the priorities and strategies to be delivered in the CBD



### Transformation Enablers

These core instruments will be the policy and operational instruments that deliver the transformation strategies and activities



## Transformation Strategic Focus

### IDENTITY

Successful CBD transformation places high value on amenity, safety, streetscape, place making and great urban design. No longer is urban design and place making 'nice to have', rather together with integrated planning they are fundamental to all best cities design and renewal. Consistent and thoughtful urban design can help define different precincts while improving public art and landscaping can create safe and enjoyable spaces that attract people and encourage activity whilst improving the liveability at the same time.

The Queanbeyan CBD needs a concentration of people and commercial activity to prosper. People will be attracted to precincts that spike their interests. There is a need to shift from the prevalence of service and professional rooms in its main street to develop retail with interesting and diverse offerings and attractive cafe outlets. Incentivising developments with high employment or patron generation in the CBD (such as cinema, offices, aged care, serviced hotels) will increase pedestrian movement and patronage to retail and café outlets. Retaining Queanbeyan's country feel, with city convenience is an important point of difference.

### CONNECTION

Successful CBD transformations have placed a strong emphasis on pedestrian-focused environments and orientation. Connections into and around the CBD to enable easy access for people, vehicles, bikes and public transport enable more activity and enhance the city's appeal. This may include proposals to slow CBD traffic to 40kph and providing an alternative route around the CBD for heavy traffic once the Ellerton Drive Extension opens.

It is important to prioritise pedestrian routes and promote public transportation options while balancing the needs of all CBD users. A ring of park and ride stations are proposed around Queanbeyan, with the Queanbeyan bus interchange in the CBD the primary centre. A Transport Strategy is underway, with finer detail to be applied to the CBD later.

Breaking up the structure of the large city blocks is also important for creating access and movement. Laneways add to city amenity and connectivity providing interesting spaces and new pedestrian flows.

Residents, workers and visitors are looking for simple, clear and appropriately placed parking options for both on street and off street. Parking must support the precincts and encourage more people to spend more time in the CBD. Smart City infrastructure will be explored.

### INVESTMENT

Economic prosperity will be enhanced through business attraction and providing a business environment that supports economic activity. This includes creating a regulatory environment that reduces red tape; ensuring Council services, policies and bylaws are enabling and not barriers; and defining an investment proposition that will grow commercial activity and jobs. The private sector must play a major role in attracting more investment and businesses and the public sector needs to provide support to enable this to happen. Already Council has received an unsolicited bid to generate major commercial and residential development in the CBD, utilising Council property to generate returns to accelerate investment in the public realm.

It will be important to encourage new residential and commercial development in areas that bring people and jobs closer together. More businesses and employees working in the central city mean a more vibrant commercial core that will support retail services that improve the liveability of all of Queanbeyan.



## Transformation Influencers

The following three plans will influence both directly and indirectly the transformation of the Queanbeyan CBD. Whilst not being plans that focus solely on the Queanbeyan CBD, all will include priorities, objectives and strategies that will address specific issues or leverage opportunities relevant to the CBD.

### ECONOMIC DEVELOPMENT STRATEGY

Though focusing on the whole Queanbeyan-Palerang Regional Council area, the preparation of the Economic Development Strategy in mid-2017 will include specific strategies for Queanbeyan CBD. The Strategy will also draw on the body of work behind the Canberra Region Economic Development Strategy. Research shows that using economic development strategies as an instrument for renewal of CBD should address five core elements (Porter 2016\*).

1. Creating viable economic opportunity and employment in the CBD, which ultimately will help build an organic vibrant inner-city community. It will also create a crucial demonstration effect — citizens working in good jobs and entrepreneurs building companies will provide powerful motivation for attracting others to the CBD economy.
2. There needs to be a viable base of businesses located in the CBD. This will help addresses a spatial mismatch of jobs and workers.
3. CBD need a place-based focused economic development strategy, reflecting the CBD's unique circumstances, versus relying on growth in the overall area.
4. It must identify and capitalise on the existing and potential competitive advantages of the CBD — not rely solely on minimising disadvantages.
5. Successful CBD economic development must have a solid contribution by the private sector. This builds on the premise that a sustainable economic base can only be created through private, for-profit initiatives and investments based on genuine economic competitive advantage instead of artificial inducements.

Porter (2016). Inner-City Economic Development: Learnings From 20 Years of Research and Practice, Economic Development Quarterly 2016, Vol. 30(2) 105–116

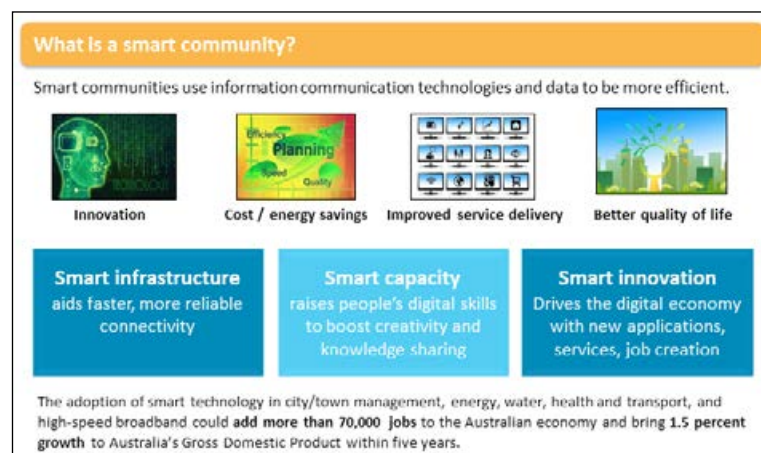
### TOURISM PLAN

The QPRC Tourism Plan commenced with community consultation in October 2016 and a final Plan is due for delivery in February 2017. This is the first Tourism Plan conducted for the local government area and will include strategies for Queanbeyan to address its potential to attract visitors to the CBD and greater region. Strategies will look to drive demand through improved digital engagement and promotion, visitor services provision, developing packages and bundling experiences and collaborating with regional partners to leverage existing promotional opportunities.

### DIGITAL ECONOMY AND SMART COMMUNITY STRATEGY

Pursuing the Digital Economy and Smart Community Strategy agenda will help position Queanbeyan as an innovative place in which to live and conduct business. The Commonwealth Government announced its Smart Cities Plan to position cities to succeed in the 21st Century economy. It is a plan for supporting productive, accessible, liveable cities that attract talent, encourage innovation and create jobs and growth. The Federal Government is promoting 'City Deals' to provide common objectives across levels of government, support for key industry and employment centres, infrastructure investment linked to broader reform and changes to planning and governance arrangements to deliver enduring benefits. QPRC is proposing to work with the ACT Government on a City Deal to integrate public transport networks, free Wi-Fi to the CBD and apply smart city infrastructure to CBD lighting and parking for example.

Figure 2: Source — Australian Smart Communities Association





## Transformation Enablers — Core Instruments

### CBD MASTERPLAN

Two major stages in the 2009 CBD Masterplan have been constructed, notably the Crawford St development and the Queen Elizabeth Park riverfront development. It's time for the CBD Masterplan to undergo a revision and refresh in 2017 to provide a critical platform for future ongoing enhancements in the CBD and guide recommendations to the Development Control Plan (DCP) that will enable the desired transformation to the city's precincts and the respective identity of each.

### RETAIL PLAN

Retail is rapidly changing all over the world. To be successful and adapt, CBD retail must change too and meet the shopping needs and expectations of the population and deliver a unique and memorable destination shopping experience for residents and visitors. CBD retailers have faced significant competition from Canberra's large retail malls and the online shopping phenomenon. Hospitality plays a major role in retail success and Queanbeyan CBD would benefit from a greater mix and diversity of retail supported by quality hospitality and café culture situated in the relevant precincts that reflect the precinct identity. Increasing the workforce and pedestrian density is key to delivering outcomes in the Retail Plan.

### RIVER CORRIDOR STRATEGY

The Queanbeyan River Riparian Corridor Strategy 2012 includes actions to open up views and access points to the river, and to develop the walkway along the river front. Queen Elizabeth Park will be the premier river destination providing a cultural, visitor and entertainment destination. Ultimately, it is hoped a Queanbeyan River cycleway may connect through to the Molonglo River corridor and Lake Burley Griffin.

### PROPERTY PLAN

Council adopted a Property Strategy and Policy aimed at utilising its CBD properties to be a catalyst for CBD development, including a headquarters for the new Council. Council has a number of carparks and buildings used for Council office or meeting space, as well as commercially-let sites that are capable of redevelopment to generate returns and consolidation for office and carparking purposes. In essence, the strategy proposes leveraging Council infrastructure to facilitate investment in public domain works identified in the CBD Masterplan; and being a catalyst for private development investments.

### PARKING PLAN

A Parking Plan will review the current parking regime and local concerns that parking restriction and parking patrol times are affecting business opportunities and economic activity. The Plan will explore options for employee and patron parking, free timed parking, the decking of carparks at Morisset north and south, formalised parking at the showground and dual use parking to support economic activity and the needs of visitors and shoppers. The Parking Plan will work in unison with the objectives of the Property Plan and Transport Plan to deliver a holistic approach to people and traffic movements in the CBD transformation.

### DEVELOPMENT CONTROL PLAN

The Queanbeyan Development Control Plan (DCP) was adopted by Council on 12 December 2012. The guidelines and development standards contained in the DCP outline an acceptable solution to development form and location. Successful transformation of the CBD will require alignment of transformation objectives with enabling regulation in the DCP. Additionally, the refresh of the CBD Masterplan in 2017 will review current DCP regulations and make recommendations for any change that will enable the desired development in specific precincts of the CBD to support identity, connection and investment outcomes.



## LANEWAYS PLAN

The uniqueness of lanes and their development add a character, look and feel to a CBD. However they are often forgotten, neglected and seen as nothing more than a space for service access and rubbish removal. Transforming these obsolete spaces into places of cultural and commercial value is being recognised as a functional and creative way to repurpose these areas in the CBD. The Laneways Plan will include mapping, laneway design treatments such as lighting, greening, furniture and enhancements to provide attractive connections for pedestrians, how they can contribute to Queanbeyan's identity and possible options for commercial activity were viable. Current laneways in Queanbeyan offer low appeal or interest and minimal sense of place. The laneways are expected to connect CBD parks to the river, carparks and piazzas.

## PLACEMAKING PLAN

"The practice of placemaking concerns the deliberate shaping of an environment to facilitate social interaction, create high-quality public space, and improve a community's quality of life." (Places in the Making, MIT Department of Urban Studies and Planning, 2013). Developing a Placemaking Plan provides opportunities to involve people and create a stake in the design and functioning of their local area for mutual benefit. This ongoing process will identify and implement strategies that will attract people and create attachment to the City through placemaking and develop unique precincts and places where people can have a variety of experiences.

## TRANSPORT STRATEGY AND PEDESTRIAN ACCESS AND MOBILITY PLAN (PAMP)

Understanding the scale of commuter, business and freight movements around Queanbeyan and into Canberra has been the subject of collaborative research between QPRC and the ACT Government. That research is expected to guide a number of initiatives contemplated to reduce congestion, encourage public transport and defer roads capital expenditure. Working with government and private operators, some of those initiatives include more park'n'ride stations; integrated ticketing; commuter rail and bus services; dedicated bus lanes and cycleways. While the Strategy looks at the broader Queanbeyan area, elements will be utilised to guide vehicle, public transport, smart parking and pedestrian connections and stations.



## CBD Profile

### ACCESS



**10km / 10 minutes**  
from Canberra  
International Airport



**17km / 20 mins**  
to Canberra CBD  
**290km / 3hrs**  
to Sydney CBD  
**680km / 7hrs**  
to Melbourne



Regular **public transport** from  
Queanbeyan to  
Canberra



**4.5 hrs**  
to Sydney



Accessible commuter  
connections  
to Canberra

### LIFESTYLE



**17km / 20 mins**  
from Canberra CBD  
metropolitan lifestyle



**202km / 2.5hrs**  
from snow fields



**135km / 1:45hrs**  
from coast



Surrounded by **nature**  
and **green spaces**



**Walkability** to  
all attractions  
throughout CBD



Country feel and  
**family friendly**

### ECONOMIC



**314**

Number of Businesses  
in Queanbeyan CBD  
(source: ABR, QPRC Business Register)



**53%**

of businesses in the  
CBD are in service  
provision industry  
sectors with Health Care  
and Social Assistance  
being the largest service  
industry sector  
(source: ABR, QPRC Business Register)



**26%**

of all businesses in  
the CBD belong to the  
retail sector making it  
the largest individual  
industry sector  
in the CBD  
(source: ABR, QPRC Business Register)



**2,558**

Number of  
employees in the CBD  
\*includes full time, part time and casual  
(source: QPRC Business Register)



**18%**

The estimated  
percentage of the total  
Queanbeyan workforce  
that works in the CBD  
(source: QPRC Business Register  
and Id Profile)



**1**

Number of CBD  
commercial  
'new development'  
development  
applications  
determined in  
the last 10 years  
\*includes full time, part time and casual  
(source: QPRC Business Register)



**\$21m**

Value of CBD  
development  
applications  
determined in the  
last 10 years  
(source: QPRC)



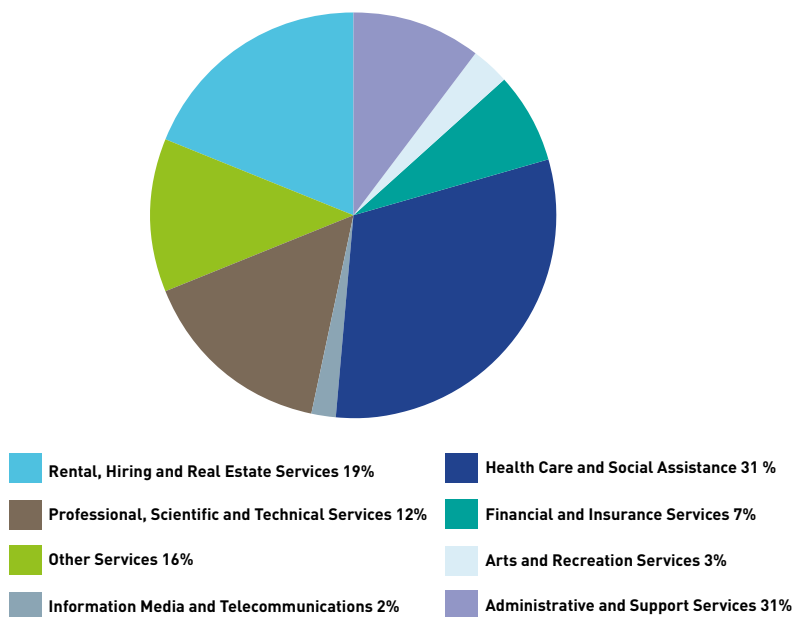
**166,918**

Total gross  
commercial/retail  
floorspace in CBD  
(source: Queanbeyan CBD Commercial/  
Retail Floor Space Vacancy Report 2015)

### Retailing in Queanbeyan CBD



### Service businesses in Queanbeyan CBD



### All businesses in CBD



**Retail Trade**

**26%**



**Health Care and  
Social Assistance**

**15%**



**Accommodation and  
Food Services**

**15%**



**Professional, Scientific  
and Technical Services**

**6%**



**Rental, Hiring and  
Real Estate Services**

**9%**



**Administrative and  
Support Services**

**5%**

#### OTHER SECTORS REPRESENTED IN THE CBD INCLUDE:

Agriculture, Forestry and Fishing (<1%); Arts and Recreation Services (2%); Construction (2%); Education and Training (<1%); Financial and Insurance Services (4%); Manufacturing (1%); Public Administration and Safety (1%); Transport, Postal and Warehousing (2%); Wholesale Trade (<1%); Information Media and Telecommunication (1%).



## Vision, Outcomes and Success Factors

This Strategy will focus on the strategic pillars of **IDENTITY**, **CONNECTION** and **INVESTMENT** to help deliver our Vision and achieve our Ambitions (outcomes). Each one of the pillars identify a number of success factors required to deliver incremental renewal and if integrated together will provide the best opportunity for CBD transformation.



### Our Vision

**A flourishing commercial centre providing a vibrant social lifestyle**

### Our Ambitions: the outcomes we want

1. An economically thriving commercial centre as the focal point of the region
2. A business district containing a diversified retail mix and shopping offer
3. An enabling entrepreneurial ecosystem
4. More people visiting, living and working in the CBD
5. A connected CBD facilitating pedestrian access to different precincts
6. A vibrant cultural and entertainment presence
7. An activated riverfront and connected green space
8. A highly valued public realm



## Strategic Pillars and Transformation Success Factors

In smaller cities there are some common success factors identified for successful CBD revitalisation. Whilst individually these factors can be effective, the most effective model includes integration of all the elements together.

Figure 3: Correlation of Strategic Pillars and Transformation Success Factors



### CBD TRANSFORMATION SUCCESS FACTORS

<b>IDENTITY</b>	A defined and distinct identity
	Streetscape beautification and amenity
	Welcoming public spaces that attract people to stop and enjoy
	High workforce and pedestrian density
	Cultural and promotional activities are evident
	Quality urban design and renewal — providing attraction for people and business
	An entrepreneurial and small business ecosystem that contributes to the CBD identity
<b>CONNECTION</b>	Compact — smaller blocks and densified retail footprint
	Pedestrian focused environment — ease of safe pedestrian access between precincts and attractions
	Parking provision for precinct connectivity and ease of pedestrian access
	Transport Linkages — cycle paths and public transport
	Connecting the CBD to parks and green spaces
	Activate Queanbeyan River Corridor
<b>INVESTMENT</b>	An enabling business environment
	Retail that suits the needs of people attracted to the CBD
	Proactive private sector and business community

## Transformation Strategies

The following 15 Transformation Strategies provide accompanying actions that address challenges in attaining the success factors and realising the desired outcomes.

### IDENTITY

# 1

**Success Factor:**  
A defined and  
distinct identity

#### CHALLENGE

Precinct Identity: The CBD is ill-defined with dispersed activity impacting on economic performance

#### ACTION

1. The CBD will be reshaped into three precincts, each with a defined identity and dominant activity. Planning rules will support these defined identities.
  - a. The Retail Precinct: This will be the compact business and commercial core of the CBD, including retail
  - b. The Lifestyle Precinct: This will have a dominant focus on being a CBD residential and lifestyle centre with mixed use activities that support city living
  - c. The Cultural/Civic Precinct: This will be the primary precinct housing theatre, galleries, conference, library and entertainment facilities

### OUTCOME

The 2009 Masterplan and Downtown Q competition identified key precincts and connections in the CBD.

#### 1a. Precinct Identity: Retail Precinct

The Retail precinct will be the compact business and commercial core of the CBD. Development of a Retail Plan will support the Retail Core identity and will contribute to the following outcomes:

Outcome:

- ✓ A commercial retail area that is thriving with increased retail spend
- ✓ A strong retail identity
- ✓ A retail experience and mix that provides for the needs and tastes of people attracted to the CBD
- ✓ A commercial retail area that is accessible

#### 1b. Precinct Identity: Lifestyle Precinct

The Lifestyle Precinct will attract and support new residents to the CBD with residential, dining and entertainment amenity and provide opportunity for a night time economy to develop.

Outcome:

- ✓ A medium density precinct attractive to inner city residential living
- ✓ Supporting retail, food and beverage reflecting the lifestyle character to the precinct
- ✓ A range of experiences and mixed use activities fostering resident engagement in the CBD

#### 1c. Precinct Identity: Cultural/Civic Precinct

The Cultural/Civic Precinct includes the anchor buildings of The Q, Bicentennial Hall, Library and a number of heritage cottages. Successful revitalisation requires attraction magnets for people to gather and activities to occur — all providing a point of difference and high value amenity

Outcome:

- ✓ An active entertainment and cultural activity destination
- ✓ Stimulating public spaces attracting pedestrians to gather
- ✓ Supporting gallery, performance and conference activity



# DESIRED FEATURES OF THE CBD

Mixed use office, visitor, aged care and residential accommodation

Cultural activities, including theatre, entertainment and art

Heritage buildings retained and repurposed for a range of uses

Well maintained buildings and high quality urban design

Buildings with active street level frontages

Easy access and connections to services and entertainment and the river

Laneways connecting commercial and cultural activity

A high level of safety, amenity and beauty

Pedestrian focused

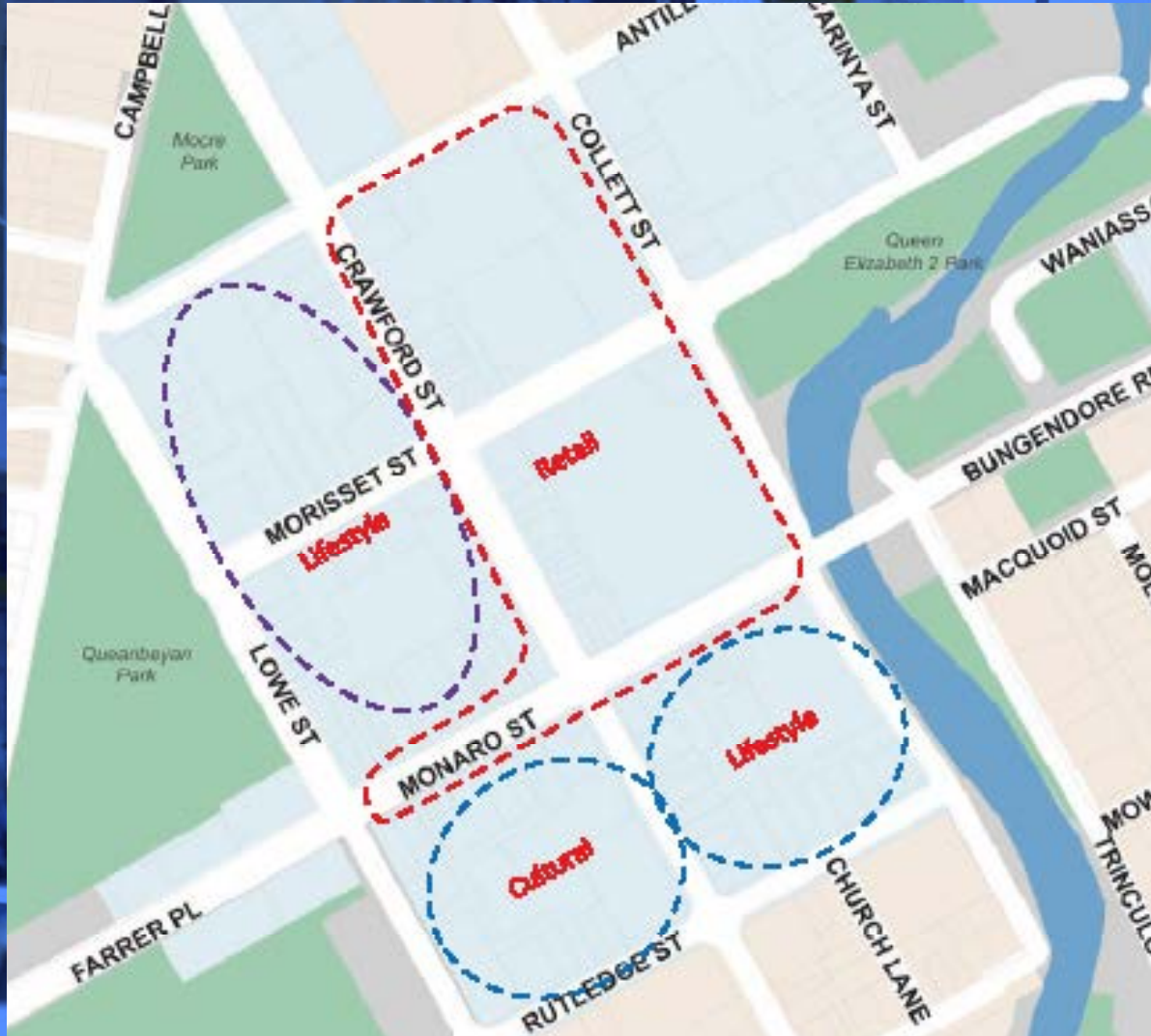
Connected green spaces and parks open that provide places for residents to enjoy

Convenient parking

Niche retail and commercial activation correlating to the precinct character



Figure 4: CBD precinct identity — recognizing that natural overlap and organic business establishment occurs



## IDENTITY

# 2

### Success Factor:

Streetscape  
 beautification  
 and amenity;

Welcoming public  
 spaces that attract  
 people to stop  
 and enjoy



### CHALLENGE

Developments should incorporate appropriate amenity and beautification of public space consistent with the precinct identity and should attract people used to the CBD

### ACTION

1. Ensure a consistent design for street furniture and footpath treatments to help define different precincts
2. Place high value on amenity, streetscape and beautification through integrating 'presentation and streetscape' into relevant planning instruments
3. Complete a renewal of the Queanbeyan CBD Masterplan (2009) and implement recommendations
4. Continue to implement consistent signage
5. Encourage public art that will build on the character and identity of the precinct and town and is consistent with the Public Art Policy

## OUTCOME

- ✓ Each CBD precinct will develop its own approach to streetscape, amenity and beautification
- ✓ Queanbeyan CBD Masterplan Refresh (2017) reshapes the public domain and contributes design elements to inform the DCP
- ✓ Development Control Plan (DCP) is revised to integrate the recommendations and influences of the CBD Masterplan Refresh 2017
- ✓ The presentation of the CBD influences resident, business and visitor perceptions of civic pride and the economic health of the city
- ✓ A visible presence of public art that reflects the artistic values of the community

Queanbeyan CBD reflects a place that places a high value on beautification and streetscape. Much has been achieved to date and future beautification efforts will also focus on how creative placemaking can contribute to precinct identity, character and economic prosperity.

The CBD Masterplan Refresh will provide the instrument to guide streetscape reflective of the precinct identity whilst developments will be encouraged to adopt urban design principles that correlate to the character and identity and contribute to public domain works through planning agreements.



## IDENTITY

# 3



**Success Factor:**  
 High workforce  
 and pedestrian  
 density

### CHALLENGE

The CBD requires an increased density of residents, workforce and pedestrians to stimulate commercial activity

### ACTION

1. Attract government agencies and service providers to relocate into the CBD smart hubs by leveraging strategies in the Property Plan
2. Intensify office and retail activity in the CBD through regulatory support, incentivising and business attraction programs
3. Develop a Retail Plan and implement strategies to increase diversity of the retail mix to entice the desired retail businesses and attract shoppers
4. Leverage the Placemaking Plan and Laneways Plan to facilitate commercial opportunities, public interaction and pedestrian activity
5. Slow CBD traffic speeds to encourage safe pedestrian movements

## OUTCOME

- ✓ An increase in the number and density of people working in the CBD
- ✓ An increase in pedestrian foot traffic in the CBD
- ✓ A visible improvement in the interaction of people with the public spaces
- ✓ Improved patronage of workers and visitors to cafes and lifestyle business
- ✓ An improved retail mix that attracts more shoppers to the CBD
- ✓ An increase in the number of commercial businesses in the CBD
- ✓ Activated laneways encompassing commercial and pedestrian activity

Increasing the number of people working in the CBD is recognised as a successful strategy to increase long-term sustainability of the CBD economy. A focus of the CBD Transformation Strategy will be to attract a new workforce to the CBD, together with utilising Council assets to stimulate development and enabling regulatory reform resulting in new office, mixed use and residential development in the CBD.

## IDENTITY

# 4



### Success Factor:

Cultural and promotional activities are evident

### CHALLENGE

Events and activity add to the vibrancy of the CBD public realm environment

### ACTION

1. Support cultural and promotional activities that contribute to the CBD identity
2. Implement outcomes of the 2016 Events Review
3. Implement strategies from the Placemaking Plan and Laneways Plan
4. Develop appropriate communications plans to support event promotion
5. Source private sector investment, sponsorship and support for city centre events and activities

## OUTCOME

- ✓ The CBD hosts cultural and promotional events that influences resident, business and visitor perceptions of civic pride and the economic health of the city
- ✓ CBD businesses leverage off cultural and promotional events and activities and participate in commercial opportunities associated with them
- ✓ Events and activities are adequately supported through community and business participation
- ✓ New buildings design and public domain attracts activity and gatherings

Increasing the number of people working in the CBD is recognised as a successful strategy to increase long-term sustainability of the CBD economy. A focus of the CBD Transformation Strategy will be to attract a new workforce to the CBD, together with utilising Council assets to stimulate development and enabling regulatory reform resulting in new office, mixed use and residential development in the CBD.

## IDENTITY

# 5

### Success Factor:

Quality urban design and renewal;  
 Welcoming public spaces that attract people to stop and enjoy



### CHALLENGE

Ensure new developments incorporate best practice urban renewal design and where possible encourage improvements to existing premises.

### ACTION

1. Ensure new developments are consistent with and contribute to the ambitions and principles of this Strategy
2. Place high value on 'what happens between the buildings' of new developments through incorporating placemaking methodology into the development
3. Ensure new developments contribute to a quality and active street frontage consistent with the CBD Masterplan Renewal
4. Complete a renew of the Queanbeyan CBD Masterplan (2009) and implement recommendations
5. Continue support for building façade painting in line with Queanbeyan thematic

## OUTCOME

- ✓ Current premises are encouraged to leverage off new developments and invest to improve their condition
- ✓ More suitable premises to lure business into the CBD
- ✓ Improved attractiveness of the public realm that attracts pedestrians and businesses to the CBD
- ✓ Consistent 'look and feel' for CBD developments
- ✓ Queanbeyan CBD Masterplan Renewal (2017) reshapes the public domain.
- ✓ The presentation of the CBD influences resident, business and visitor perceptions of civic pride and the economic health of the city

Queanbeyan CBD developments incorporate placemaking and design features that have pedestrian use, character, precinct identity and public realm front of mind. The CBD Masterplan Renewal will provide the instrument to guide development to adopt urban design principles that correlate to the character and identity and contribute to public domain works through planning agreements.



## IDENTITY

# 6



### Success Factor:

An entrepreneurial and small business ecosystem that contributes to the CBD identity

### CHALLENGE

Precincts should enable entrepreneurial activity and contribute to the precinct identity

### ACTION

1. Develop strategies in the Retail Plan to incentivise appropriate business establishment in character with the precinct
2. Develop a model to establish a retail incubator and or shared work space in the CBD
3. Prioritise creative placemaking actions to induce the arts and creative community to explore the establishment of retail or cooperative co-working spaces in the CBD
4. Pilot pop up retail sites as catalyst to create boutique retail spaces

## OUTCOME

- ✓ Alignment of precinct identity with retail offering
- ✓ Increase presence in creative placemaking
- ✓ Increase in diversity of retail mix and number of businesses in the CBD
- ✓ Active start-up business environment
- ✓ Quality business premises available for lease reflective of precinct identity
- ✓ Develop marketing and communications strategies to support precinct identities
- ✓ Open up footpaths and laneways for outdoor eating and markets

Entrepreneurial pursuits drive economic growth and often have deep roots in the community. This connection with community can also influence identity. Place attractiveness is an important ingredient in creating a successful entrepreneurial ecosystem that will help define a precinct identity.

Combine this with strategies and incentives to attract appropriate commercial and in particular retail activity into the applicable precinct will be challenging but necessary to ensure success.

## CONNECTION

# 7



### Success Factor:

Compact —  
smaller blocks  
and densified  
retail footprint

### CHALLENGE

The CBD blocks are significantly larger when compared to most small cities with populations of Queanbeyan's size and are barriers to adequate pedestrian access and niche commercial establishment

### ACTION

1. Reduce the size of CBD blocks through acquisition of mid-street corridors to connect CBD carparks with retail offering and facilitate easy pedestrian access
2. Develop a Laneways Plan to:
  - a. Open up private-owned laneways
  - b. Re-align shop frontages
  - c. Activate council-owned laneways with lighting, paving, landscaping and events
  - d. Enable pop up commercial activity

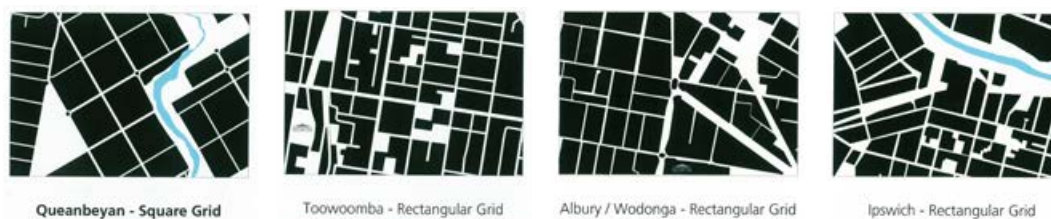
## OUTCOME

- ✓ Smaller city blocks
- ✓ Improved pedestrian connection between CBD carparks
- ✓ Improved pedestrian connection between Queanbeyan Showground and Queanbeyan River and Queanbeyan Park and the Queanbeyan River via mid-block laneways
- ✓ Improved access and movement of people
- ✓ Increase in city amenity to create niche retail and interesting spaces

The large square blocks of Queanbeyan CBD are not conducive to good pedestrian mobility and navigation. Examples from around the world show functionally-efficient movement and access is facilitated by offering short and long side blocks enabling a change in movement direction.

By breaking up the large block size and introduce mid-block connections and other movement choices for the pedestrian, cyclist and vehicles will contribute to a better permeability and the possibility to provide for a diverse range of responsive built form development incorporating mixed use and niche retail. Laneways provide a great opportunity to add to unique experience creating spaces which are interesting, attractive and that people want to explore.

Figure 5: Comparison of CBD grid



## 8 CONNECTION

# 8

**Success Factor:**  
 Pedestrian-focused environment  
 — ease of safe pedestrian access between precincts and attractions



### CHALLENGE

Precincts must be pedestrian accessible, friendly and safe to encourage more people to visit and stay in the CBD

### ACTION

1. Renew bitumen paving on Monaro St and explore implementation of a 40kph slow zone in the CBD to improve safe pedestrian movements and reduce traffic noise
2. Reduce heavy traffic, congestion and noise through diversion on to Ellerton Drive Extension
3. Increase pedestrian movement through mid-block laneways connecting the precincts and green spaces
4. Complete Pedestrian Access and Mobility Plan (PAMP)

## OUTCOME

- ✓ Attractive and safe pedestrian friendly environments connecting people to places including the Queanbeyan River and Queanbeyan Park
- ✓ Identified pedestrian access and signage to anchor attractions
- ✓ Well used transport (bike, public transport) network connecting the CBD with tourism attractions and workplaces including Canberra
- ✓ Reduced traffic noise
- ✓ Improved pedestrian safety through the CBD
- ✓ Consistent and easy to read signage

Successful CBD transformations have placed a strong emphasis on pedestrian-focused environments and orientation. Connections into and around the central city to enable easy access for people, vehicles, bikes and public transport enable more activity and enhance the city's appeal.

It is important to prioritise pedestrian routes and promote public transportation options while balancing the needs of all CBD users. A ring of park and ride stations are proposed around Queanbeyan, with the Queanbeyan bus interchange in the CBD the primary centre.

Breaking up the structure of the large city blocks is also important for creating access and movement. Laneways add to city amenity and connectivity providing interesting spaces and new pedestrian flows. One of the major advantages of the CBD is all major entertainment facilities are within walking distance and improving connections to these major facilities will help achieve the Plan's objectives.

Some options to be explored in the CBD Masterplan include a 40kph slow zone in the CBD to improve safe pedestrian movements and controlled access points at mid-block crossings.

Once the Ellerton Drive Extension is complete, works on the Monaro St pavement may commence in conjunction with RMS.



## CONNECTION

# 9



### Success Factor: Parking provision for precinct connectivity and ease of pedestrian access

#### CHALLENGE

Connections between precincts should be easy to encourage pedestrian and vehicle mobility. Parking provision should be considered in terms of the whole CBD requirements and its place in precinct planning and identity

#### ACTION

1. Implement options to utilise a single car space twice through business and out of hours uses
2. Explore options to utilise public off-street car parking for park and ride and complimentary retail or community uses
3. Revise parking requirements for expansion of existing buildings and uses
4. Consolidate public off-street parking into decks near retail core
5. Connect the carparks through pedestrian laneways.
6. Timed parking in high demand areas to increase turnover
7. Explore employer lease parking options
8. Utilise traffic modeling post Ellerton Drive Extension construction to assess traffic volume and car parking demand

## OUTCOME

- ✓ Parking options that encourage people to spend more time in the CBD and employees to park on the CBD fringe
- ✓ Parking regulations that support commercial activity objectives
- ✓ Smart parking to reduce CBD circulation searching for car spaces

Much of the CBD congestion emanates from drivers circulating in the CBD looking for parking spaces. Installation of 'smart parking' technology into carparks, vehicle count sensors into street lighting poles and use of parking apps could be explored to ease the congestion.

Many of Council's public car parks are fully occupied during business hours by employees and owners, limiting access by shoppers and visitors, then are left mostly vacant out of hours. Options to share car spaces for different uses outside core hours should be explored and mechanisms to free up high turnover public car spaces.

Parking must support the precincts and encourage more people to spend more time in the CBD.

## CONNECTION

# 10



**Success Factor:**  
 Available transport  
 linkages — cycle  
 paths and public  
 transport

### CHALLENGE

Provide a variety of available transport linkages that attract a variety of users that will provide ease of access to and from the CBD and contribute to the liveability of the City Centre

### ACTION

1. Explore a 'city deal' with the ACT Government to plan and deliver borderless infrastructure and services into Queanbeyan and Canberra, including integrated road, public transport and utility networks
2. Complete Transport Strategy
3. Explore options to utilise public off-street car parking for park and ride uses
4. Explore a Queanbeyan River cycle path connecting through to the Molonglo river corridor and Lake Burley Griffin

## OUTCOME

- ✓ A variety of transport options are available to connect residents and visitors to the CBD
- ✓ Available transport linkages are seen as a valuable contributor to the CBD's liveability for current and potential city centre residents

A choice of appropriate and convenient transport linkages are essential to a modern community's offering for its residents to utilise for both work and pleasure. The existing NSW/ACT border offers some challenges of how to integrate seamless public transport to/from the ACT; however research and discussions have commenced on how this may be addressed in the future.

## CONNECTION

# 11



### Success Factor: Connecting the CBD to Parks and Green Spaces

#### CHALLENGE

Connecting public green spaces and new small spaces with each other and the CBD

#### ACTION

1. Promote the role that parks and green spaces play in the CBD's identity
2. Increase the use of the Queanbeyan Showgrounds to drive increased event and pedestrian activity in the town centre
3. Complete an Expression of Interest process for the commercial and community use of the recent completed Queen Elizabeth II Park riverfront development
4. Incorporate green space development in the Laneways Plan

## OUTCOME

- ✓ Parks and green spaces are a valuable part of the identity and experience offering of Queanbeyan CBD
- ✓ Parks and green spaces will facilitate events, recreation and entertainment
- ✓ Parks and green spaces will be connected with the CBD

Parks and green spaces are a reminder of the country origins of Queanbeyan and provide a visible reference point of the benefits of living in a regional centre. They also provide a link to Queanbeyan's proud history of sporting participation and success.

Parks and green spaces will play an important role in positioning Queanbeyan's point of difference as a preferred place to work and live. Access and connection to Brad Haddin Oval (Queanbeyan Town Park), Queen Elizabeth II Park and Ray Morton Park on the riverfront will provide ample recreation and entertainment opportunities whilst the Showgrounds will provide more events to increase its contribution to a vibrant community that also generates significant commercial activity for businesses to leverage.



## CONNECTION

# 12

**Success Factor:**  
 Activate  
 Queanbeyan River  
 Corridor



### CHALLENGE

Encourage appropriate activity, useability of the river corridor and connectivity to the CBD

### ACTION

1. Facilitate key business and civic buildings to address and utilise the river frontage
2. Provide community and recreational facilities, accessed from CBD
3. Provide safe and convenient access to and across river
4. Conduct community events and festivals along river in CBD
5. Recognise heritage elements of river and corridor
6. Develop and connect cycle ways and walking tracks along the river corridor
7. Explore appropriate commercial opportunities along the riverfront.
8. Staged construction of shared pathway circuit along river between low level bridge and new EDE bridge

## OUTCOME

- ✓ The Queanbeyan River will be a valuable part of the identity and experience offering of Queanbeyan CBD
- ✓ The Queanbeyan River corridor will provide a diverse range of recreational opportunities
- ✓ An activated waterfront aligned with the Queanbeyan River Corridor Plan
- ✓ Queen Elizabeth Park will be the premier river destination

The Queanbeyan River Plan reflects the vision and objectives of the Queanbeyan River Riparian Corridor Strategy 2012 and includes actions to open up views and access points to the river, and to develop the walkway along the river front. Queen Elizabeth II Park will be the premier river destination providing a cultural, visitor and entertainment destination.

### Vision for the Queanbeyan River Corridor

The Queanbeyan River Riparian Corridor Strategy 2012 vision is:

*To protect and enhance the Queanbeyan River corridor as the focus of the City's natural and cultural environment, providing a diverse range of recreational opportunities whilst maintaining, improving and protecting the social, cultural, natural, visual and heritage landscape, for both the local and wider community.*



## INVESTMENT

# 13



### Success Factor:

An enabling  
business  
environment

### CHALLENGE

Provide an 'enabling' business environment that supports new business development, attraction and retention and business led entrepreneurial action

### ACTION

1. Develop collateral and media to promote the benefits of establishing a business in Queanbeyan CBD
2. Implement Wi-Fi in the CBD
3. Identify and implement business attraction and retention strategies and programs based on Queanbeyan CBD strengths and are attractive to business
4. Review any Council policies and regulations relating to the CBD for alignment with the CBD Masterplan Renewal and other relevant plans
5. Explore the establishment a Smart Hub in Queanbeyan CBD to accommodate office space for Australian Public Service and ACT Government employees to 'work locally, but remotely' in a designed smart office hub in the CBD

## OUTCOME

- ✓ More businesses and employees working in the CBD
- ✓ A regulatory environment that reduces barriers and enables economic activity
- ✓ Creation of an entrepreneurial ecosystem
- ✓ A high level of confidence in Queanbeyan CBD
- ✓ Queanbeyan is perceived as a good place to conduct business

Economic prosperity will be enhanced through business attraction and providing a business environment that supports economic activity. This includes cutting red tape; ensuring Council services, policies and regulations are enabling and not barriers; and defining an investment proposition that will grow commercial activity and jobs. The private sector must play a major role in attracting more investment and businesses and the public sector needs to provide support to enable this to happen.



## INVESTMENT

# 14



### Success Factor:

Retail that suits the needs of people attracted to the CBD

### CHALLENGE

Attract a suitable mix of retail businesses that contribute to the economic prosperity of the CBD

### ACTION

1. Complete and implement the Retail Plan with strategies to attract entrepreneurial action
2. Conduct research on the retail market to understand Queanbeyan's retail opportunities
3. Explore the creation of a retail incubator program



## OUTCOME

- ✓ An improved retail mix in the CBD
- ✓ More retail businesses in the CBD that is valued and attractive to consumers and visitors
- ✓ Retail business hours reflect patron availability and movements

Economic prosperity will be enhanced through business attraction and providing a business environment that supports economic activity. This includes cutting red tape; ensuring Council services, policies and regulations are enabling and not barriers; and defining an investment proposition that will grow commercial activity and jobs. The private sector must play a major role in attracting more investment and businesses and the public sector needs to provide support to enable this to happen.

## INVESTMENT

# 15



### Success Factor:

Proactive  
private sector  
and business  
community

### CHALLENGE

Facilitate and attract private sector investment to drive business led action

### ACTION

1. Implement the CBD Property Plan and Policy to utilise QPRC operational properties as catalyst for CBD developments and public domain works
2. Complete CBD Masterplan Renewal to guide CBD development
3. Review DCP to accommodate existing or planned CBD developments and car parking requirements
4. Facilitate Smart City infrastructure through City Deal with the ACT government
5. Implement Digital Economy and Smart Community Strategy and explore partnerships for development of Smart City infrastructure in new CBD precincts

## OUTCOME

- ✓ CBD property owners stimulated into developing their properties through Council led activity
- ✓ A differentiated and renewed CBD with quality urban design

### CBD Property Plan:

A distinguishing feature in successful transformation is public sector investment in activating rejuvenation projects through commercial property development, including joint ventures. The Council has been a significant investor in the CBD over many years and will look into joint ventures to activate development or fill a gap when the market has failed to deliver.

Council adopted a Property Strategy and Policy aimed at utilising its CBD properties to be a catalyst for CBD development, including a headquarters for the new Council. Council has a number of carparks and buildings used for council office or meeting space, as well as commercially let sites that are capable of redevelopment to generate returns and consolidation for office and car parking purposes. In essence the Property Plan proposes leveraging Council infrastructure to facilitate private development investments and being a 'catalyst' of investment through introducing or developing council property in the market.

By assembling Council-owned public land to facilitate development interest or sale with proceeds used to provide infrastructure or facilities, may generate opportunities for:

- creating additional footpath, carpark or reserve space in town centres for commercial licence and lease for kiosks or footpath cafés
- establishing strategic thoroughfares/pedestrian links
- establishing sites for Pop-ups
- significant investment into public domain works

Council received an unsolicited proposal in 2016, seeking to redevelop some of its CBD operational properties into office, residential and commercial uses as the Council uses are vacated. The sale of those sites will be based on independent market valuation and will assist funding of decked carparking and public domain works. The sites proposed for redevelopment are illustrated on the attached concept plan.

