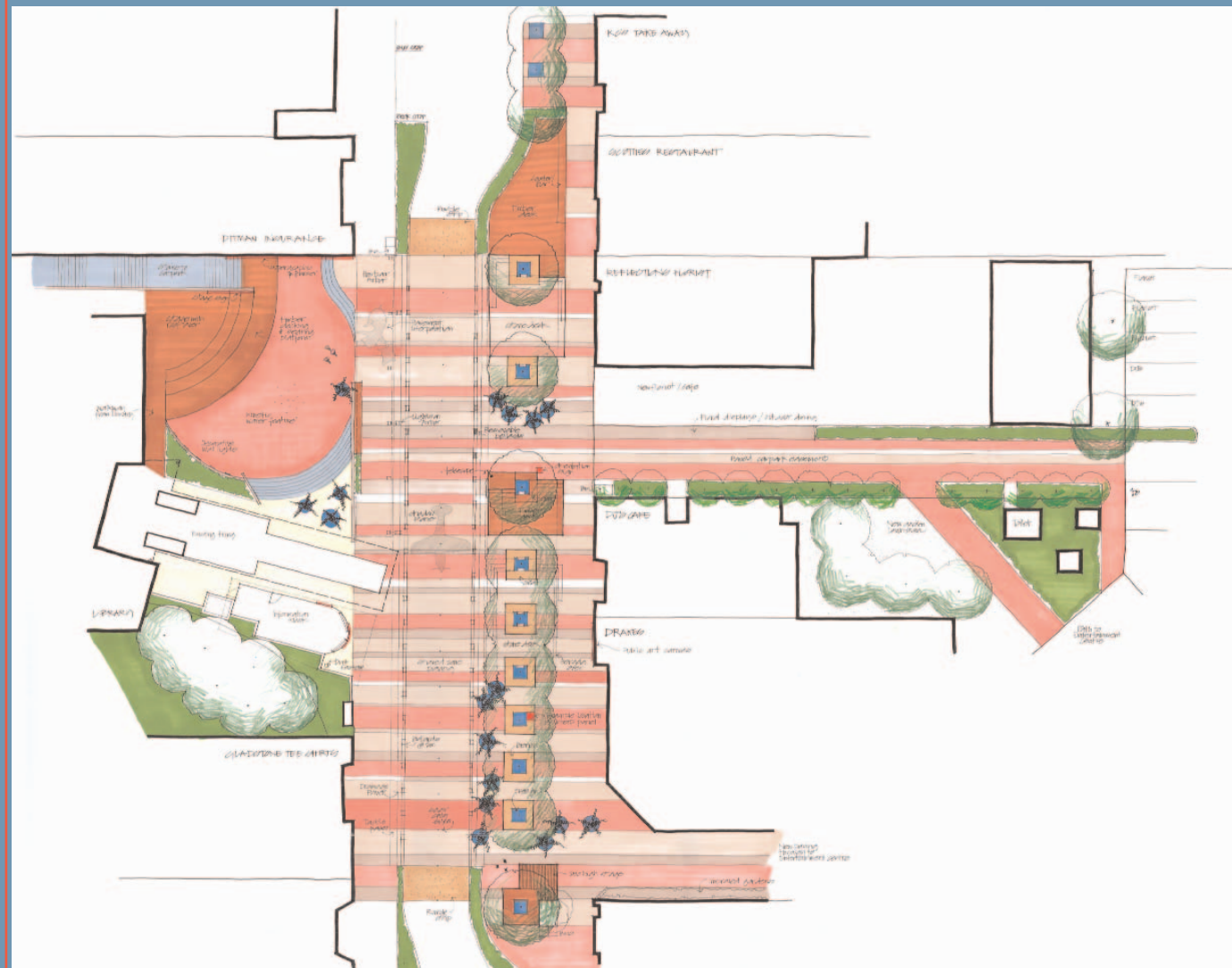


GLADSTONE CBD AND WATERFRONT REDEVELOPMENT PROJECT for Gladstone City Council.

TTM Consulting (SC) Pty Ltd

In association with

John Mongard Landscape Architects
Dillon Folker Town Planning
Studio 39 Architects
va-moose creative
Sinclair Knight Merz
Maunsell Australia
Gladstone City Heart Association



city strategy

part a

THE CITY STRATEGY



An element from the Gladstone landscape.

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part b

SUPPORTING THE STRATEGY

*Goondoon St.
Gladstone*

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The industrial landscape of Gladstone

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part c

CONCEPT WORK



CONTENTS - PART c

CONCEPT WORK

CONCEPT WORK DEVELOPED DURING THE SET UP SHOP AND SKETCH DESIGN STAGE OF THE PROJECT. 57

concept work



Mooloolaba Esplanade

FORWARD

The TTM team has collectively and individually been involved in some spectacular and challenging town centre projects over the last 10 to 15 years. The projects vary in shape and size and of course complexity. There is a fundamental desire to introduce vitality, excitement and character to the town centre.

The town centre has remained the defining element in towns and cities throughout Australia. Almost without exception there is an overwhelming desire amongst residents to maintain the "flagship" status of the town centre.

Recent history has not been particularly kind to some traditional town centres. The emergence of the North American style enclosed shopping mall (aka "hardtop" "big box" etc.) has for many legitimate reasons, changed the retail focus of towns and cities throughout Australia. This has meant changes in focus for town centres, for them to remain vibrant. Some centres have managed to continually evolve to remain vibrant, but most have generally decayed to an extent where a significant change in direction is required.

Gladstone has been a city of extremely accelerated development in different times, and it is likely this rate of development will happen again. It has some remarkable natural attributes which will continue to provide enormous economic potential. For this reason the city hasn't done such a bad job in evolving to keep up with changing trends in Australian retailing. All good things must however come to an end: The Gladstone City Centre is no longer the retail hub of the City as a whole. The town centre has more important and exciting roles to play in the future of the city.

For the town centre to be able to meet this obligation there will have to be some structural and aesthetic changes made to the City Centre.

This project is about defining and implementing these changes to give the people of the greater Gladstone area a city centre that is in keeping with one of Australia's most vital and important regional cities.

part a

THE CITY STRATEGY



Concept for The Library Square.

THE STUDY AREA

The study comprises of 3 components:

1. A town centre master plan.
2. A town centre traffic strategy.
3. A town centre capital improvements plan.

The Auckland Point traffic study was deferred from the project.

ELEMENTS OF THE CITY

There are six key elements which are required to achieve successful revitalization in Gladstone:

1. AN EXCITING VISION

What we want from our towns and cities is often an overcomplicated, over studied and overemphasised component of modern urban life. Given that most if not all successful cities evoke one common emotion that makes them successful, it does somewhat simplify what you are trying to achieve. **We want to create a place that people talk about and can't wait to go back to.** The reasons why they talk about it and why they go back are issues for contemplation and investigation. But there is no doubt we want a city people talk about and can't wait to get back to.

A combination of aesthetic value, activity, convenience and sense of belonging are elements to strive for as part of a vision for a modern urban centre.

an exciting vision

part a

THE CITY STRATEGY



The set-up-shop process is an innovative yet simple approach to town centre consultation.



2. PLANNING IN SINK WITH THE VISION

There is a common reason why town centres cannot evolve to meet changes in the market, whether it be retail, housing or recreation. The rigidity of the statutory land use plan prevents innovative change. It is the structural element on which the town is build upon and must reflect the long term statutory vision. It is always a key element in town centre revitalisation to ensure that the land use plan at least allows but ideally encourages progressive development which supports the vision of the city.

3. ACTIVE PARTICIPATION

Consultation for town centre projects is one of the easier consultation tasks. It is not like roads or water supply where it is important to **seek out** each individual's opinion. We want to provide the maximum opportunity for everybody to express their opinion. The people who have opinions, good, bad or indifferent, are the target. These are the people who will take ownership of and enjoy a vibrant new city. These are the people who will make the new Gladstone.

The set-up-shop process is an innovative yet simple approach to town centre consultation. It is efficient, transparent and has never failed to draw a response from the community. The set-up-shop will once again be one of the keys to success of this project. **The new Gladstone will be a direct reflection of the response from the people who choose to participate and be a part of the new City.**

4. A FREE-FLOWING CITY

Mobility in inner urban environments must be extremely efficient, especially in terms of the amount of land allocated to it.

Inner CITY land is one of our most valuable assets and it should not be wasted on parking or road space. Our mobility infrastructure must provide reasonable access and be economically sustainable. Reasonable access is of course almost a meaningless term. Cities have different densities and demands which create different expectations. On a purely economic analysis, the most efficient traffic facilities in Gladstone would involve many 2.8m wide, two way roads with some pull-off zones to let people pass. This however, would in no way meet the expectations of a modern regional CITY, which has assumed a right to free flow travel at any time of day. **The key outcomes of this study will be centred on managing those expectations responsibly.**

active participation

part a

THE CITY STRATEGY



creating a destination



After the Royal Hotel fire of 1948 Gladstone was still a popular destination.

5. CREATING A DESTINATION.

Each coastal city on the eastern seaboard of Australia is now part of a competing realm of tourism and visitation. Gladstone is one of the last remaining cities to have comprehensively created a high quality city centre.

Gladstone 'on the hill' has a strong history and a recognisable form. The city's setting above an international harbour and surrounded by the lights and structures of major industries gives it a unique character. The city's future clothes should thus meld the waterfront the industrial character and 'the hill' in a unique urban setting.

part a

THE CITY STRATEGY



The project has unlocked the potential for

6. A TIMELY AND EXCITING OUTCOME

The project has delivered a blueprint for an amazing transformation which will allow Gladstone to become the premium Central Queensland CITY. The hub for cultural, entertainment and prime specialty retail facilities. The project has unlocked the potential for a more diverse range of housing enticing inner city living back to the CITY, and a travel demand management regime to stop needless car trips and develop a vibrant pedestrian oriented CITY.

The time to implement the project cannot be allowed to drift on. A courageous program to implement the proposed works along with a matching effort to stimulate private sector activity is essential for the works to realise their potential.

The outcomes from this project finally offer the CITY an opportunity to produce what so many others have failed to do: a revitalised CITY that not only looks the goods, but produces the goods.



an exciting outcome

part a

THE CITY STRATEGY



Proposed illustration style for Interp. panels.

COMMUNITY INVENTS THE CITY

Experience has shown that streetscapes on their own can be ineffectual in revitalising towns. A determined approach to have the community as well as the private sector invest in the ownership and implementation of the project was considered to be the key to a successful outcome.

The enthusiasm and awareness of the client in understanding this principle would also be a key element in the project success, particularly in the implementation phase.

The "set-up shop" process is designed to facilitate a process where town centre revitalization gets built from the ground up by the people of the CITY.

The "set-up shop" process is designed to facilitate a process where the town centre revitalization gets built from the ground up by the people of the CITY.

part a

THE CITY STRATEGY

CONTINUING THE HARD WORK

“ It is easy after the emotionally and resource draining process that has been arrived at to reach this point to take a quick moment to reflect. Unfortunately this is where the hard work starts.

It is difficult to keep momentum up when the first visible, as in "streetscape" results are still many months away. It is imperative to direct resources to implementing the project after the report is accepted and understood. This will involve careful examination of the current and future tenant mix of the town and taking the appropriate steps such that the maximum possible economic, as well as aesthetic advantage results from the very large investment the City as a whole is about to make in the CBD.”

hard work



The Boat Ramp.

In the case of Gladstone there are several key issues which must be addressed as a matter of urgency:

* **Maintaining the information and negotiation with the private sector parties** involved in the three key development areas over the next two or three Council budgets. That is parties involved in the "Library Square", the "Hilltop" and the "Civic Square". Without this private sector involvement our impact is much reduced, and we will have fallen into the trap like so many others of building a beautiful street, which meets none of the needs of a modern vibrant CITY.

* **Evaluate the optimum tenancy mix** for the CITY and pursue tenants/operators for key sites. Most urgently the sit vacated by Target Country, and the Electricity Authority.

* **Ensure the responsible development of the RSL and Customs House sites.** Aside from the Auckland Inlet land they will be the key sites for the CITY's development over the next 5 even 10 years. The extra work negotiating win/win outcomes on these sites will come with huge rewards for the City's future. Guidelines have been provided as an outcome of this study.

The relocation of the boat ramp;

- this is a monumental task and will involve some extremely involved site selection analysis as well as negotiation between user groups, the VMR, Queensland Transport, Gladstone City and the Central Queensland Port Authority;

The development of the waterfront land at Auckland Inlet;

- The magnitude of this task is what makes it so urgent. Within the next 12 to 18 months a revitalised town will start creeping down Goondoon Street looking for that iconic landmark that has been discussed at length by all concerned with the project. If this site is not ready to be developed, the overall CITY revitalisation will have lost its momentum. The thing people have the most expectation about will not be realised, and our money would have been wasted. Ideally this waterfront development should have had a lead time of some 12 months prior to this project. Even though there will be no physical works for some time, the planning of this development is a crucial and resource sapping task.

* Finally, responsibility for implementing the project must be **allocated staff and resources**. It is more demanding than it first seems. Also access to outside resources such as the CQPA and the GAPDL will be crucial to the project success.

The Boat Ramp.

part a

THE CITY STRATEGY

participate



The Set Up Shop was housed in the old Target building on Goondoon St.

SETTING UP SHOP IN GLADSTONE

This project has been built from the ground up. Every person in the greater Gladstone area has had the opportunity not only to comment on the project but to actually participate and contribute to the development of the town centre vision. This is a unique process which produces robust outcomes.

The set up shop process involved the Consultant team moving to Gladstone for 10 days to immerse themselves in the town centre. The team took possession of a vacant shop in the CITY and invited anybody to come and contribute to and watch the project take shape before their eyes. In total over the 10 days, 9 consultant team members brainstormed with over 300 people.

Active participation workshops were held as follows:

- Thursday March 11, Arts workshop at the Art Gallery - 22 participants;
- Friday March 12, Public Workshop in the "set-up shop" (Target Country) - 36 participants;
- Saturday March 13, Public Workshop at the Port Curtis Sailing Club - 29 participants;
- Monday March 15, Country Plaza shop owners/lessees etc. at "set-up shop" - 18 participants;
- Monday March 15, Council Meeting - project update to Councillors in Chambers;
- Tuesday March 16, Council (field) staff at "set-up shop" - 10 participants;
- Tuesday March 16, Council (managerial) staff at "set-up shop" - 14 participants;
- Wednesday March 17, boat owners/fishing clubs (including GPA representatives) at "set-up shop" - 10 participants;
- Thursday March 18, City Heart Traders at "set-up shop" - 8 participants;
- Friday March 19, Councillors and key Council staff at "set-up shop" for presentation of findings - 25 participants.

In addition there were many meetings held with individual stakeholders both in Gladstone and Brisbane including the Gladstone Port Authority management and numerous property owners and developers.

The real advantage of the "set-up shop" is the open door policy as the project is developed. Over the course of the week, well over 100 people walked in to the old Target Country building not only to have input, but to observe the project taking shape. Each day the sketches became more defined, the ideas began to materialise with constant input from Gladstone CITY residents, workers and visitors.

All ideas suggestions and comments were recorded on the walls of the "set-up shop" as they were made. Some ideas were submitted on paper by their proponents. This gallery of ideas became the bones of the town centre strategy.

part a

A COMMUNITY VISION FOR THE TOWN CENTRE



Early Goondoon St.

SET-UP SHOP - CHALLENGES

Several key challenges were identified by over three hundred people in the "set-up shop":

- Create an inviting and stimulating CITY environment;
- Tighten the control on CBD development;
- Address the failure one-way Main Street; and
- Induce a stable development environment.
- Determine the future of the city boat ramp
- Determine the future of the southern bank of Auckland Inlet (the waterfront).

challenges

The following actions were in response to the ideas and issues raised by the "set-up shop" participants. We have included a comment or two directly from the "set-up shop" which relates to each action:

Action 1

Create a contemporary, sustainable land use plan.

"The skeleton around which the market can build a fantastic CITY"

Action 2

Create a quality public space adjacent to the Gladstone City Library

"Open the eyes of the City to what amazing spaces can do"

"Bring events back to the CBD"

"Celebrate the footpath"

Action 3

Create a quality public space at the hilltop (intersection of Roseberry and Goondoon Streets).

"Returning the entertainment hub to the CITY - its rightful home"

Action 4

Create a quality public space outside the Council Chambers.

"A civic and leisure node to activate a potentially great space"

Action 5

Create an iconic destination on the CITY waterfront.

"A memorable dramatic place that means 'The CITY of Gladstone' to everybody"

Action 6

Develop a fully accessible Main Street

"If you can't get to a street, why have one?"

"If you can't get to a street, why have one?"

A: BETTER MOBILITY IN THE CITY.

The following key access and transport strategies and actions underpin the revitalization plan:

- Develop a detailed design for implementation over the next three (3) years to realign Flinders Parade to a less heavy vehicle friendly environment based on the TTM Concept in the Streetscape Masterplan;
- Begin investigations in co-operation with Queensland Transport and the Central Queensland Ports Authority to choose and alternate site for the existing Goondoon Street boat ramp and VMR building;
- Return Goondoon Street to two-way;
- Implement a signalised scramble crossing at the intersection of Goondoon Street and Roseberry Street;
- Develop and cost an integrated off-street parking layout for the off-street areas attached to, and including, the parking at the rear of the Council chambers (including landscaping and shade). Estimated cost approximately \$3,000 per space including shade (to be funded from developer parking contributions);
- Provide access to the Council car park above from Goondoon Street next to the Council chambers;



Develop a time line for the long term introduction of paid parking in the City.

- Provide access to the Council car park above from Goondoon Street next to the Council chambers;
- Reassess the time limits on Goondoon Street parking to introduce some more half hour or less spaces and enforce regulation;
- Develop a time line for the long term introduction of paid parking in the CITY;
- Revisit the placement and number of G7-6 parking signs (white on blue);
- Negotiate through-building pedestrian access to car parking with Key sites;
- Council should provide no significant increase in public off-street parking over the next 5 years;
- Council through a sign strategy reinforce the arrival at the CBD via Toolooa Street, Tank Street and Goondoon Street as the primary route for arrival;
- It is recommended that the parking bans are implemented as a minimum to address the minor traffic issues associated with Herbert and Auckland Streets (refer figure 4.8.4);
- Vigorously explore the opportunity to provide alternative access to the Herbert Street Catholic School via Tanks Street and Central Lane;
- Subject to detail design issues consideration should be given to placing mid block crossing points (not zebra crossings) in Goondoon Street between Herbert and Tank and Tank Street between Goondoon and Auckland Street;
- There is currently only 1 on-street equal access parking space in the study area. This should be increased to a minimum of 5;
- Bicycle parking should be considered as a condition of development;
- Greater effort should be made to rationalise kerb space to combine kerbside uses to involve buses, taxis, passenger loading and goods loading in the one kerb space;
- Council should create or use an existing forum to regularly evaluate kerb space and instigate necessary changes;
- Widen the City Lanes (at the applicants expense as development occurs) to a 6m pavement in an 8m reserve. This would be adequate to access and service the density that is envisaged in this area;

part a

REVITALIZATION STRATEGIES



1. Ensured that all ground floor (street level) uses in the City Centre were "active"

B: BETTER PLANNING

It was clear from the community consultation that the people of Gladstone wanted a number of fundamental changes to their City. The City needed to be vibrant, active and safe. It needed to become a hub for business, and provide for a range of residential accommodation. The City needed to support its civic and cultural duties, and provide places for entertainment to suit all ages.

One of the most powerful change agents the City of Gladstone has, is its Planning Scheme. Through the Planning Scheme we can encourage or discourage particular uses, and indicate our preferred location for those uses. We can set building height limits, residential densities and influence streetscape character and landscaping.

Gladstone City Council is in the process of preparing a new Planning Scheme, consistent with the provisions of the Integrated Planning Act. The changes the project team (as a result of the community and technical consultation) sought for the City Centre have been implemented into the draft Planning Scheme framework. The following points represent the major changes and adjustments we brought to the draft Planning Scheme.

PLANNING STRATEGIES ENACTED

The following planning strategies form a framework for the city's innovative growth:

- * Introduced residential into the City creating an "at hand" population base to support the growing retail and entertainment component, a 24-7 community who provide on-going casual surveillance to the City Centre and reintroduce life and movement to the City at all hours of the night and day.
- * Limited the commercial City Centre to Goondoon Street, between Lord Street and Bramston Street, with the Tank Street shopping centre de-emphasised to a local neighbourhood shopping centre.
- * Changed the commercially designated land in the Valley precinct to multiple residential, so that over time, this area can become a leafy medium density residential area which supports the City centre, rather than a mixed commercial area which competes with and detracts from the City centre.
- * Ensured that all ground floor (street level) uses in the City Centre were "active" uses (such as cafes, shop fronts and restaurants) that would create a pedestrian-focussed streetscape that was safe, inviting, shaded and provided opportunities for social and business interaction.

part a

THE CITY STRATEGY

- * Ensured that non-active uses in Goondoon Street (such as residential units, office accommodation etc) were located above the ground floor level of buildings, keeping the streetscape an active and inviting place.
- * Relegated bulky and land consumptive uses (such as showrooms and car sales) to locations outside the City Centre because these uses are generally car-generating uses (rather than pedestrian), are not at a human / pedestrian scale, and fail to generate high levels of social interaction.
- * Changed the levels of assessment required for development applications in the City Centre, making "preferred" uses code-assessable (rather than the more rigorous and time consuming impact-assessable).
- * Encouraged the amalgamation of smaller sites by increasing the allowable residential density as site area increases.
- * Specified the amount of site cover allowable for ground floor buildings, and the residential tower component above the ground floors.
- * Required greater front building setbacks for those premises located on Goondoon Street between Yaron Street and Lord Street so the water views from the Hill are protected, rather than closed in.
- * Limited code-assessable building height to 26 meters, or about 8 storeys (in Goondoon Street between Lord and William Streets), and 16 meters (about 5 storeys) in other City Centre areas. In the Valley precinct, building height is restricted to 10 meters (for commercial development) and 12 meters (for residential development).
- * Made provision for higher buildings than set out above (subject to an impact-assessable application), where such development provides a public piazza, and includes public art, and has a reduced site cover, and minimises overshadowing and keeps within an upper threshold for building height (35 meters) and density (1 unit / 45m₂).
- * Encouraged the development of mixed-use premises (ie those containing both commercial uses and residential uses) by recognising the reduced trip rate and parking demand of mixed use development and allowing more flexible car parking rates for the commercial component at a rate of 1 car parking space for every 30m₂ of gross floor area
- * In the visually prominent area of the City Centre, ensured that roof forms are shaped to "cap" the building, and to screen lift over-runs and roof plant when viewed from public spaces, or adjoining properties.

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- * In the visually prominent area of the City Centre, ensured that roof forms are shaped to "cap" the building, and to screen lift over-runs and roof plant when viewed from public spaces, or adjoining properties.

better planning

C: BRINGING THE CITY BACK TO GLADSTONE.

Gladstone has always been an industrial city but it has only recently begun focusing on its city realm. A one-way system was built down Goondoon Streets to revitalize activity in the CBD, but unfortunately this has not worked. In other areas, the streetscape and built environment reflects a kind of disinterested character which lacks sense of place and pedestrian amenity (refer image and character sheets).

The magnificent waterfront views of the harbour offer an opportunity to lift the visual standard of the city by creating linkages, spaces and facilities which will celebrate Gladstone City as an inviting public realm.

AN URBAN DESIGN FRAMEWORK

The Gladstone CBD and waterfront urban design strategy has through intensive consultation identified three overlapping 'hearts' for its future renewal:

- A Waterfront Heart - to focus around the currently down at heel waterfront and adjacent parklands.
- A City Heart - to centre on three 'anchor' public realms which will be retro-fitted to create cultural, leisure and civic foci in the city, and
- A Valley Heart - to consolidate the existing retail and commercial hub of the city by strengthening the valley's land use structure and its 'spine' linkage along Goondoon Street.

urban framework

URBAN DESIGN AND STREETScape

The consultant team have taken some steps to retrace the basic concepts of how towns evolve and take form. The major focal points have been identified and the appropriate land uses and activities built up to design an optimum urban space. The major focal points are identified in the Urban Design strategy plan. These points have been arrived at for a number of reasons including:

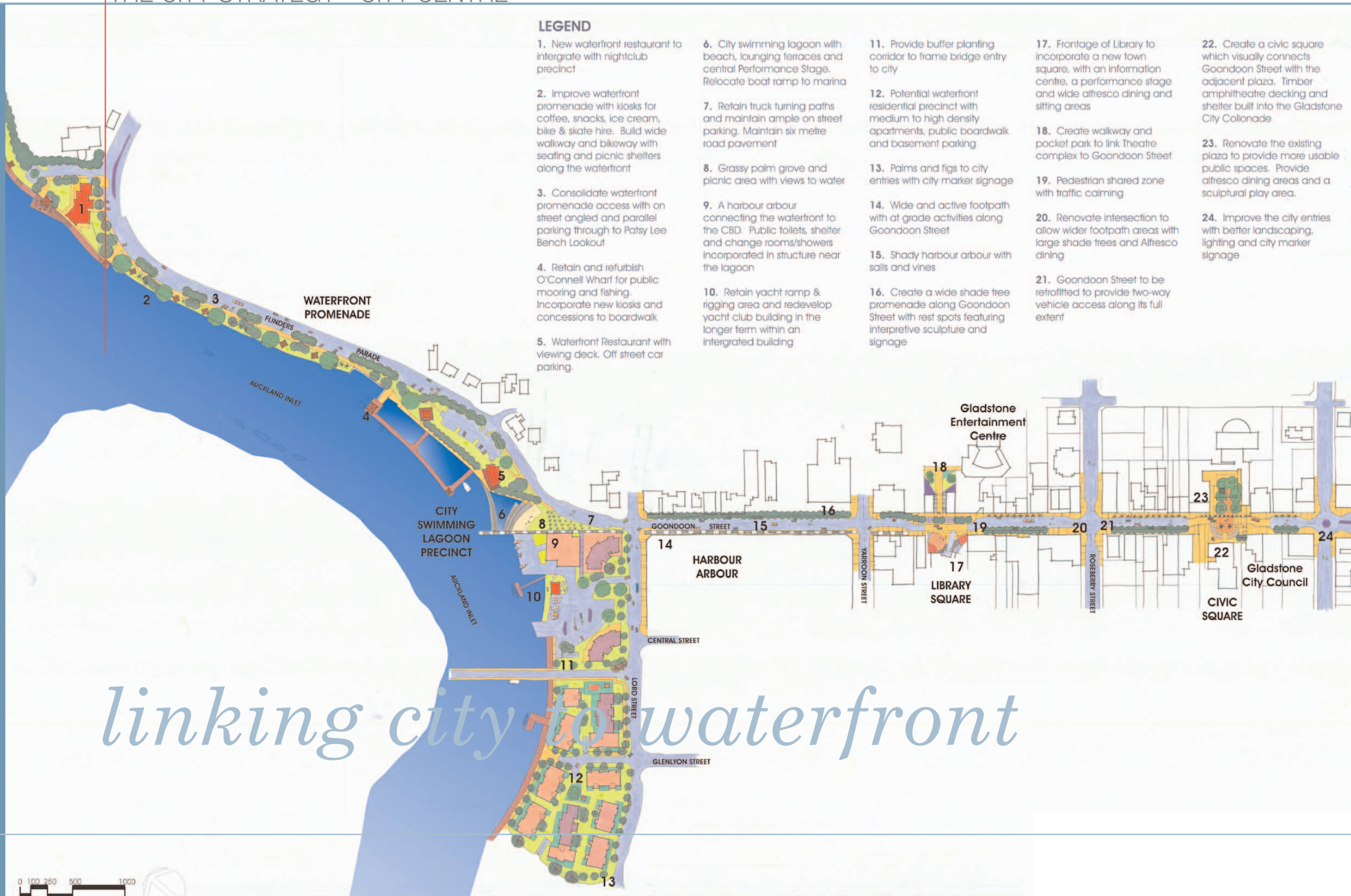
- * feedback from the "set up shop";
- * existing land use;
- * historical land use;
- * topography;
- * access;

THE STREETScape MASTERPLAN (REFER CITY STREETScape MASTERPLAN ATTACHED)

The Gladstone Streetscape has as a significant feature the hill which gives it its view and potential cooling breezes. However, walking even short distances up the slope is intimidating due to the lack of shade and resting spaces. The proposed streetscape scheme involves several elements to resolve these practical problems. It is proposed to introduce a Harbour Arbour on one side of Goondoon Street (west) to address the shade issue and provide an aesthetic interest. Significant trees are proposed on the eastern side of Goondoon Street to also provide shade and a point of difference to the Harbour Arbour.

part a

THE CITY STRATEGY - CITY CENTRE



part a

REVITALIZATION STRATEGIES

The Masterplan also proposes major development along the Waterfront. This is a significant component of the brief and is further discussed below.

The Gladstone inner urban area already has three distinct character areas that suited the project and the future development of the CITY: The Waterfront; The CITY; and the Valley. These centres make up three overlapping five minute walk (400m) zones which define the urban area.

THE WATERFRONT

This is the area with the most public expectation and realistically the most potential. It is dominated by a small number of land owners; it has the proximity to water, and rich history in local activity and an excellent aspect. A limiting factor in its development has been the volume of heavy vehicles using Lord Street and Flinders Parade. Its current activity focal point is the boat ramp and the Port Curtis Sailing Club.

This area will be one of the most crucial in the long term prosperity of the CITY. Gladstone already has some premium passive recreation spaces such as the marina and the botanic gardens. Neither of these spaces however is in a location where it can contribute to the vitality of the CITY. Both these spaces are designed for car based single purpose trips.

THE CITY REQUIRES SOME QUALITY INTERACTIVE PLAY SPACE.

"The Boat" at Mooloolaba, South Bank in Brisbane, South Bank in Melbourne, the Esplanade in St. Kilda, "the Jetty" at Redcliffe are all examples of the type of space at varying scales where an exciting mix of commercial, residential and open space combine to create a genuine recognisable CITY asset. It is considered that the theme of maximising the commercial value of the areas to the south west of the Sailing Club and opening up the area to the north east of the sailing club as a mixed open activity space is the most advantageous combination for the future of the CITY.

It should be noted that to augment the benefit of the new Port Road the alignment of Flinders Parade has been slightly modified to indicate its intended use as a street, and should only be used to transport heavy vehicles when alternatives are unavailable. The success of this part of the CITY is quite dependant on this outcome.

THE VALLEY

The Valley has become a key shopping area in Gladstone and has developed quite a bit of personality. This will be further enhanced by an adjacent CITY area that will create even more of a point of difference. Changes proposed to the land use plan will allow this area to more easily develop into where it is trying to move in any case; a medium density active residential space. It will be an attractive fringe CITY living space providing proximity to work, shopping and entertainment. It will be centred on its natural anchor; the existing local shopping centre, but have other key sites including local schools.



Southbank Arbour

THE CITY

This is the area of Gladstone that the brief puts the most emphasis on and hence has been the focus of the study in the CITY area (Goondoon Street from Bramston Street to Lord Street).

The team has identified a streetscape scheme a land use plan and some minor traffic amendments to change the CITY to meet the requirements of the brief. Gladstone will become a vibrant energetic CITY.

The key element of the urban design outcomes has been the method of introduction. How the available funds should be used to create the most impact and develop enough momentum to allow the private sector take up its opportunities.

The best places to start are where the local authority can use its influence on its own land to induce some private activity. Over the course of time there whole streetscape will be developed to an appropriate theme, there have been three "hot spots" identified:

The Library Square;

The Hilltop; and

The Civic Square.

The three spaces all have the advantage of the Council being able to maximise the impact of its dollar through some private sector involvement, but have control over the theme and content of the space.

THE LIBRARY SQUARE (REFER LIBRARY SQUARE PLAN ATTACHED)

The Gladstone City Library is one of the CITY'S newest and most popular assets. It is in the CITY area and has over 17,000 members. It is an excellence civic attraction.

As a library it is an excellent contemporary facility. The concept of the library square is to extend this public activity from inside the building outside into a public square and across the road into some active entertainment space connecting to the Gladstone Entertainment Centre. This will link several of Councils major assets: the multi-story car park; the Entertainment Centre; the Library and the Library car park, via a combination of commercial and public space. This addresses many of the ideas of the "set-up shop" all in one location and represents a remarkable opportunity.

part a

THE CITY STRATEGY - THE LIBRARY SQUARE

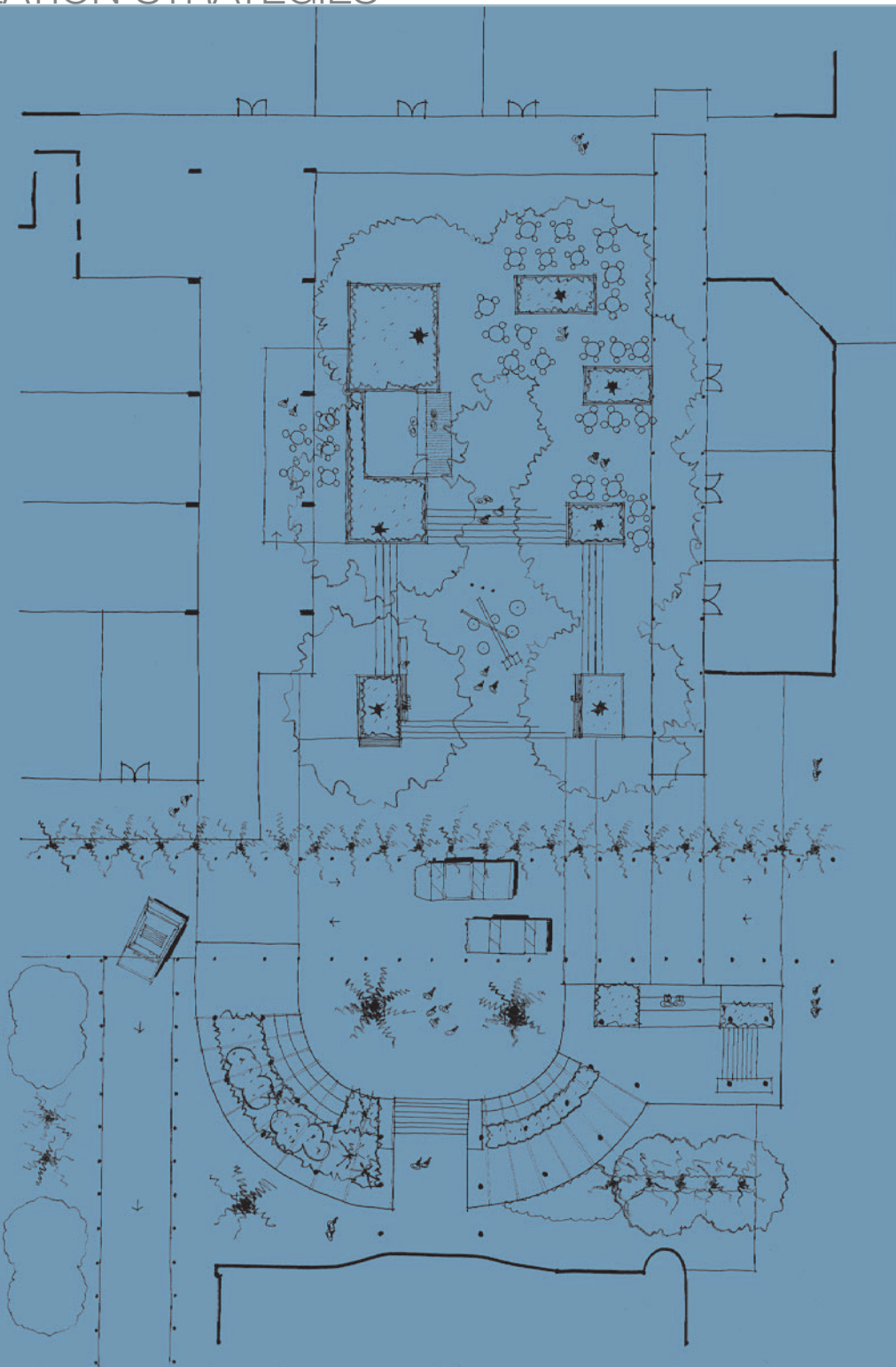


the cultural anchor

A City Revitalisation Strategy for Gladstone City Council

part a

REVITALIZATION STRATEGIES



civic square



The Grand Hotel

THE HILLTOP

The hilltop outside the Grand Hotel at the intersection of Goondoon and Roseberry Street is a key spot in the CITY. It is flat and has excellent views. The impending development of the Grand Hotel will provide the opportunity and dictate the timing of this area of works. The secret to this area will be simplicity. The potential is for the surrounding land uses to provide the necessary activity, and Council's streetscape work to provide the platform. The intersection itself will, from a traffic perspective, take on a different form. The intersection should be signalled with a scramble pedestrian phase. This is however not a priority and should not be converted until Goondoon Street is reverted to two-way. In the meantime as a minimum the footpath works should be completed outside the Grand Hotel in association with its re-development.

This area will have some priority however as a street works project for the reasons stated above and will become a key urban space suitable for multi purpose use for events and festivals.

THE CIVIC SQUARE

The space between the Council Chambers and the Country Plaza is Gladstone is the most visually accessible problem in the CITY. This along with the waterfront is the area which probably has the most expectation attached to it. This result is the one by which we will be judged. Revitalising this area will bring about a remarkable visual change as well as a significant attitude toward the CITY.

Similarly to the Library Square this space links considerable parking behind the Country Comfort Plaza to the potentially active Plaza space across the road to the public space in front of the Chambers, to the car park at the rear. Once again several issues from the "set-up shop" are addressed simultaneously.

The Civic Square space must be addressed promptly. Along with the Library Square it will set the tone for the future of the CITY.

The Civic Square.

D: A CAPITAL IMPROVEMENT STRATEGY

The consultant team have assembled some preliminary costs without the aid of detailed design, survey or geo-technical information. The estimated cost of the library square project including works on private land amounts to \$1.65 million dollars. The estimated cost of the Civic Square project including works on private land amounts to \$1.43 million dollars. A four year revitalization plan, inclusive of new city entries and excluding two-way streetscapes totals \$4.7million, equivalent to other regional centres which have recently been refurbished.

dollars and cents



Quality not quantity.

PROGRAMMED WORKS

Council has given some preliminary indications that there would be monies available to spend over the next several years to implement some of the above works.

The consultant team have made some indication on what should be build as a priority. These priorities have been developed based on:

- * costs;
- * perceived probability of success;
- * potential impact;
- * ease of implementation;
- * logical progression;
- * "Set-up shop outcomes".

It is considered that the order of projects that will benefit the CITY the most is:

1. Implementation of new CITY land use plan;
2. Library Square immediately followed by Civic Square (\$1.65M and \$1.43M);
3. The Hilltop streetscape (\$350,000);
4. City Way Finding signs (\$250,000);
5. Two-way Goondoon Street;
6. The Waterfront phase 1 (Sailing Club to Auckland Point);
7. Goondoon Street streetscape (Library Square to Sailing Club);
8. Goondoon Street streetscape (Roseberry Street to William Street);

It should be reiterated at his stage that there was overwhelming support from all parties that contributed to the "set-up shop" that works should be done to the highest possible standard. There was no support for the concept to reduce the quality of works to try and "cover more ground" for the same amount of money. It has been our experience that a small amount of high quality works will have the greatest impact.

There are many reasons why this program should vary over the progress of implementation. Every effort should be made to reduce the burden on the public purse and defer some of the costs to parts of the private sector that will have the most benefit. Negotiations are progressing with potential "project partners" for both the Library Square and Civic Square projects. Negotiations with other potential project partners including the Gladstone Port Authority may provide opportunities to bring some projects forward. The most obvious impending example of this is the hilltop which may be advanced in the program depending on negotiations with potential project partners.

It is considered that the City of Gladstone is on the verge of discovering its potential through some sensible land use restructuring and some innovative use of public works to stimulate a vital CITY.

THE WATERFRONT LAND

The Long Term Program (post 2004)

Purely from the aspect of maximising the benefit to the CITY, TTM would like to be able to recommend a program of development for the Waterfront as shown in Appendix A.

THE FIRST STEP - THE GUIDING PRINCIPLES

The first thing to be established is under what conditions CQPA should develop the land. Joint venture - perpetual lease, long term lease, etc - and exactly what parcels are suitable for what type of development. Under what conditions should what parcels (if any) be retained by CQPA? What, if any, existing leases or land uses should be maintained?

The Masterplan has generically suggested some uses which might benefit the CITY, CQPA, the Council and the development market; however this must now start to be refined on its way to the eventual settlement of the long term use of the land.

TTM propose an initial phase of works as described below:

tasks



Conduct workshops with key stakeholders.

A WATERFRONT MASTERPLAN

TASK 1: DESKTOP STUDY

Initially it is proposed to carry out a desktop study to establish some prime criteria:

- do ground conditions or any other engineering parameters limit development and if so how;
- assess what markets are available and determine what products might be feasible; and
- assess how the parcels might be developed to be consistent with the overall planning intent of the CITY.

TASK 2: WORKSHOP

- Conduct workshops with key stakeholders - CQPA, Gladstone City Council, Port Curtis Yacht Club, Gladstone fishing community representatives, Volunteer Marine Rescue, Chamber of Commerce, City Heart Association and key traders. They will take a similar format to the successful set-up-shop that was used for the current Council/CQPA project.

TASK 3: ANALYSIS

- Develop a set of generic guidelines for development that encompass, as far as possible, all the relevant stakeholder requirements. These may include:
 - maximising economic return;
 - maximising financial return;
 - providing the right land use mix;
 - allowing for the maintenance of existing leases;
 - propose some generic staging; and
 - maintaining the momentum of the CITY redevelopment.

TASK 4: REPORT

- Prepare a brief report outlining the generic direction on how, when and why the Auckland Creek Inlet land parcel(s) should be released.

part a

REVITALIZATION STRATEGIES

PORT CURTIS



The preferred route to the City is illustrated.



Type 2 marker.



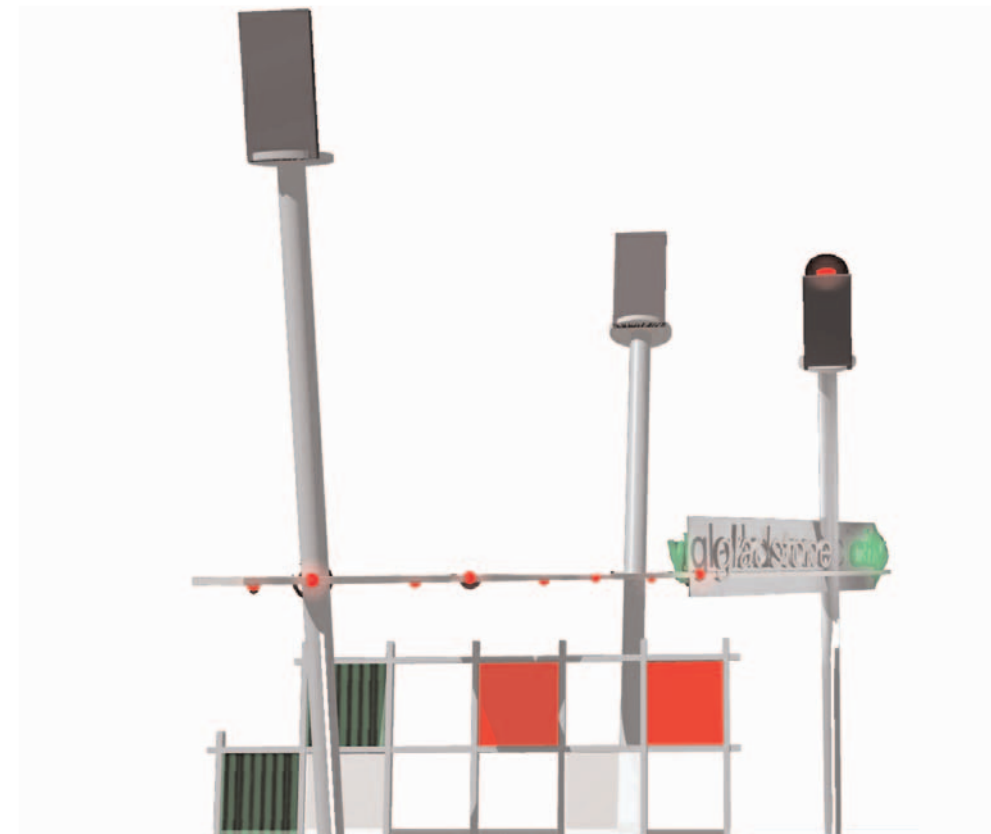
Type 3 marker.

E: FINDING THE CITY

The CITY is hard to find. It has no sense of arrival. Main Roads and Council signs direct traffic along Glenlyon Street and Bramston Street. Drivers then must go right to the Valley or left to the CITY. It is not obvious at this point what is on offer and where to go. Bringing traffic through the Valley into the CITY is a much more traditional and logical drive. Concerns have been raised about the contribution to traffic congestion in the Valley; however this is not supported by data. In fact one of the many repeated comments from the "set-up shop" was that the CITY is always dead. In the case of CBD mobility, car congestion is your best friend not your enemy. Activity breeds activity.

Additionally considerable work has been done to create a sense of arrival with some dramatic CITY way-finders as shown below. The location of different types of markers is indicated on the route plan above.

Type 1 markers are entry statements that you have arrived in Gladstone. Type 2 markers are secondary signs with similar elements to the type 1 markers but on a smaller scale. Type 3 markers are secondary directional signs that direct traffic to the city on peripheral routes.



Type 1 marker.

part a

REVITALIZATION STRATEGIES



Provide and maintain adequate levels of lighting, including along key night-time pedestrian links, to avoid the creation of potential hiding places, and discourage potential offenders as they are more likely to be seen.

F: SAFETY AND SECURITY

The following recommendations are for consideration in the Gladstone CBD Revitalisation Master Plan and other Council strategies and policies.

- Incorporate CPTED principles in design options for the Master Plan .
- Appropriate landscaping, that does not block street lighting, or impair sightlines; and
- Provide and maintain adequate levels of lighting, including along key night-time pedestrian links, to avoid the creation of potential hiding places, and discourage potential offenders as they are more likely to be seen;
- Identify day-time and night-time pedestrian links between Goondoon Street and adjacent car parking areas, between areas of activity in the CBD and between the CBD and surrounding residential areas. The night-time pedestrian links should incorporate appropriate lighting, be clearly signposted and should avoid blind corners or potential hiding places.
- Amend land use provisions in the Gladstone Planning Scheme to encourage a mix of land uses to the CBD, including commercial, entertainment and leisure, and residential uses, that provide for both day time and night-time uses;
- Amend the Gladstone Planning Scheme to incorporate a CPTED code that addresses community safety issues, through building design, site layout (particularly in relation to the location of car parking and pedestrian links), and land use; and
- investigate opportunities for the provision of security cameras in isolated areas of the CBD such as car parking areas and key access links between the main street and car parking.

safety and security

part b

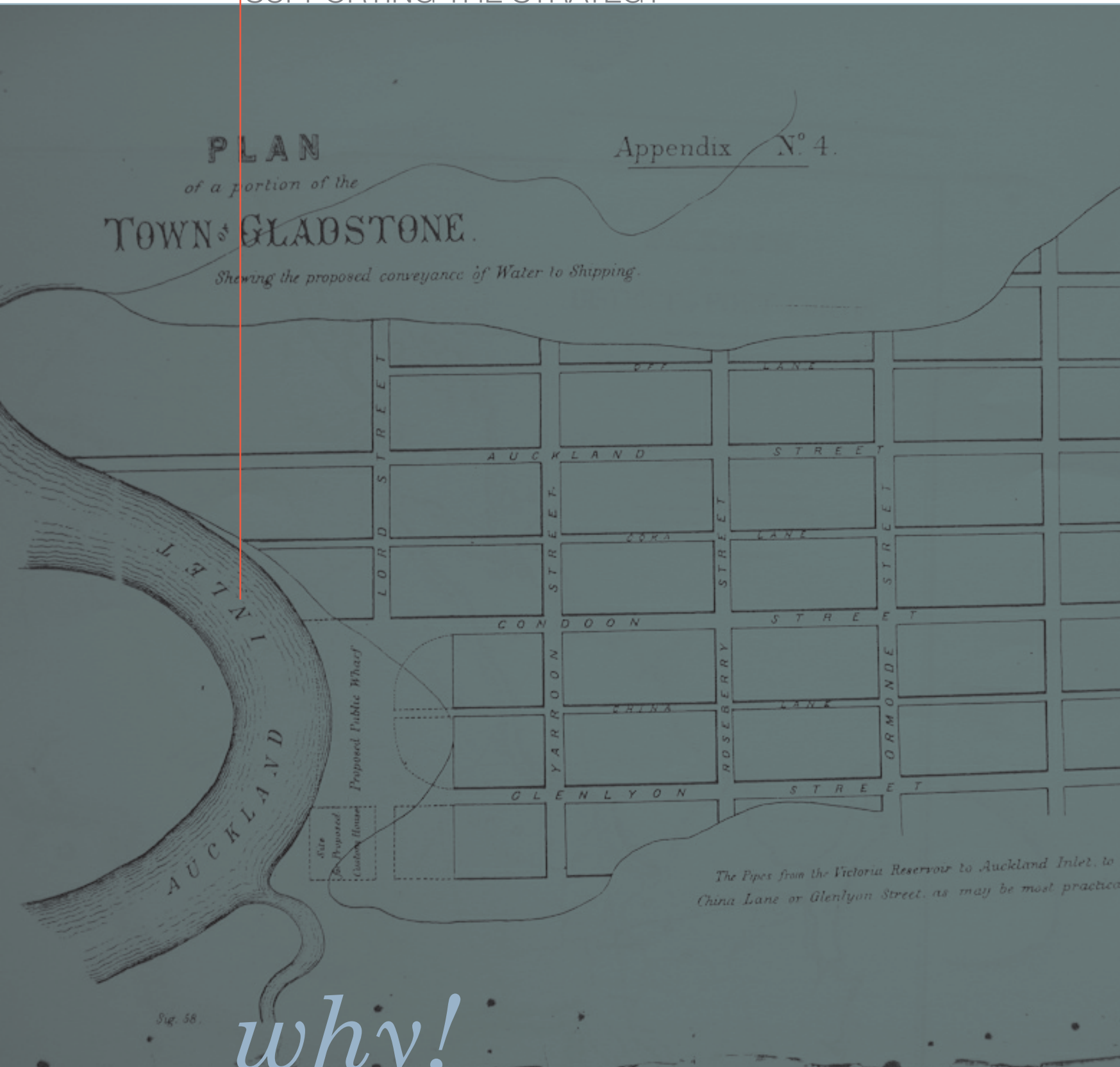
SUPPORTING THE STRATEGY

b

supporting the strategy

part b

SUPPORTING THE STRATEGY



why!

Gladstone is currently experiencing an industrial and population boom.

1. WHY A STRATEGY WAS NEEDED

The Gladstone Central Business District and Waterfront has strong economic, social and historical ties to the City of Gladstone. The precinct includes the Central Business District of Goondoon Street and the area of open space. Gladstone Port Authority land and private land, with major water frontages to Auckland Creek inlet and Gladstone Harbour.

The Gladstone CBD area is the commercial centre of Gladstone, with the majority of hotels, motels and Government services, banks, building societies and substantial retailing. The waterfront is the culmination of the Gladstone CBD area and currently has strategic transport links for the Gladstone Port Authority. The construction of the new Port Access Road will eliminate heavy vehicle movements in the precinct, and offer the Gladstone community and stakeholders with an opportunity to regain its use.

Like many other regional centres, Gladstone's CBD has experienced a decline in vitality.

Parts of the CBD have undergone only limited changes in recent years with a number of vacant sites remaining undeveloped for a substantial period of time. Large suburban shopping centres have impacted on the CBD both economically and socially.

This project aims to revitalize the Gladstone Central Business District and waterfront area through an integrated approach including traffic management, master planning, community consultation and streetscape upgrades. The redevelopment will strengthen the economic viability of the precinct and provide for unique recreational, residential and commercial opportunities to enhance the local economic and social structures.

Gladstone is currently experiencing an industrial and population boom. The State Government's Gladstone Growth Management Initiative predicts an additional 15,000 people in the Gladstone/Calliope region by mid 2004. Development activity in the City and especially the CBD is slowly increasing as a result of this growth. This provides a timely opportunity to revitalise the CBD waterfront area and encourage further redevelopment activity to attract and retain the population, ensuring the growth is sustainable in the long term.

Gladstone City Council was successful in the recent round of the Regional Centres Program and has received a \$1.4 million subsidy to undertake the Gladstone CBD Waterfront Redevelopment Project. This tender is for the first phase of the project, the development of a master plan, including traffic studies, consultation program and project management for the Gladstone CBD Waterfront area.

part b

SUPPORTING THE STRATEGY

METHODOLOGY

The CITY traffic study is a stand alone element of the study. The brief states that:

"The outcomes of this traffic study, including projections and traffic management solutions, must be relevant to, and modelled on, the outcomes of the streetscape master plan and the port traffic access issues."

Notwithstanding the above, almost none of the elements in the traffic study contribute to the overall objectives of the CITY study. They are merely background elements, or specific technical issues which require resolution, independent of the streetscape master plan.

The unique approach of this study is reviewing these traffic elements within the context of the study objectives, which are not purely traffic related and may not be conducive to a purely traffic or technical solution. Traffic in cities is more about access and interaction, than capacity. Delay and congestion are only problematic if they are severe, or introduce an unsafe element to the mobility environment. Delay and congestion are often desirable in contributing to a CITY environment.

objectives



- To create a sustainable precinct where people can live, work and play,

THE OBJECTIVES OF THE TOWN CENTRE STUDY WERE:

- To assess traffic movements and identify traffic management measures in the Gladstone CBG Waterfront area as part of the overall planning, including the new Part Access Road impacts, for the redevelopment of Goondoon Street.
- To develop a vision and Master Plan for the Gladstone CBD and Waterfront, through comprehensive stakeholder and community consultation.
- To enhance the streetscape to facilitate long term social, recreational and economic activities.
- To use the tourist value and natural advantage of the waterfront as a means to revitalise the CBD.
- To use the development of the new library in Goondoon Street as a trigger for further CBD revitalisation.
- To provide an integrated land use policy framework for the precinct through the development of consistent and synergised policies in Gladstone Port Authority Port Land Use Scheme and the City's Town Planning Scheme.
- To provide upgraded public spaces within the CBD for the influx of new residents.
- To raise the level of public consultation and inter-agency co-operation through a best practice initiative.
- To create a sustainable precinct where people can live, work and play.
- To improve pedestrian access along Lord Street and Flinders Parade and complete access linkages throughout the City.
- To provide a node for festivals and events celebrating Gladstone's character and culture.
- To provide a better linkage between Flinders Parade and Auckland Hill.
- To enhance the environmental awareness of the people of Gladstone by focusing social, economic and recreational activities around the waterfront ecosystem.
- To create a safe environment for public, business, recreation and entertainment, that will encourage increased patronage from all sectors of the community.

part b

SUPPORTING THE STRATEGY

2. A DIFFERENT WAY OF APPROACHING THE TRAFFIC

A significant portion of the brief for the Gladstone CBD project was directed at the resolution of mobility issues, this is not uncommon. There is a genuine feeling that traffic and mobility in general can have a large impact on the way the CITY works or is used. This has been reinforced by the set-up-shop consultation process where traffic and parking issues were regularly raised by stakeholders.

TRAFFIC PHILOSOPHY

Traffic in inner urban environments must be extremely efficient, especially in terms of the amount of land allocated to it.

Inner CITY land is one of our most valuable assets and it should not be wasted on parking or road space. Our mobility infrastructure must provide reasonable access and be economically sustainable. Reasonable access is of course almost a meaningless term. Cities have different densities and demands which create different expectations. On a purely economic analysis, the most efficient traffic facilities in Gladstone would involve many 2.8m wide, two way roads with some pull-off zones to let people pass. This however, would in no way meet the expectations of a modern regional CITY, which has assumed a right to free flow travel at any time of day. The key outcomes of this study will be centred on to managing those expectations responsibly.

Traffic performance is often measured in terms of the type of service that can be provided. That can vary from an uninterrupted free flow service to a 'gridlock' level where there is little to no free movement.

traffic

The brief is very specific about items that should be addressed. They include:

- The collection of traffic data for later analysis regarding the impact of the Port Road;
- Assess the potential of the reduction of heavy vehicle traffic on Flinders Parade;
- Assessment of the use of the boat ramp and parking area, including the Volunteer Marine Rescue (VMR) building;
- Review whether the proposal to convert Goondoon Street, north of Roseberry Street to one-way is a feasible option
- A solution to the perceived parking issues in the CITY, particularly in relation to access, legibility, control and integration;
- An examination of the use of Glenlyon Street as an alternative access to the CITY relieving traffic congestion, particularly on Tank Street.;
- Review of operations of the Auckland Street and Tank Street intersection;
- Analyse the need, or otherwise, for traffic management works in Herbert Street;
- Review the safety and operation of set-down and pick-up zones for school, kindergarten and child care facilities in the study area;
- Review general traffic operations in the area including a review of crash data;
- Review of existing equal access parking facilities and development of a policy to address this issue;
- Review of bicycle facilities in the study area (including end of journey facilities);
- Examine current bus operations and identify any improvements;
- Review the current road hierarchy and examine any potential improvements;
- Liaise with emergency services regarding any traffic improvements;
- Review current kerbside loading provision;
- Review the current lane widening policy, with respect to potential traffic improvements;
- Assess and recommend safe crossing points or strategies at Glenlyon Street for pedestrian and cyclists, particularly in association with the sporting fields to the south west of that route;
- Review CITY transport nodes with Queensland Transport.

LEVELS OF SERVICE

Level of Service A

Generally free flow conditions with operating speeds usually about 90% of the free flow travel speed for the particular class of road. Vehicles are unimpeded in manoeuvring in the traffic stream and stopped delay at intersections is minimal.

Level of Service B

Relatively unimpeded operation with average travel speeds about 70% of the free flow travel speed for the particular class of road. Manoeuvring in the traffic stream is only slightly restricted and stopped delays are low.

Level of Service C

Stable operating conditions but with manoeuvring becoming more restricted and motorists experiencing appreciable tension in driving, longer queues and/or adverse signal coordination may contribute to lower average travel speeds of about 50% of the free flow speed.

Level of Service D

Conditions border on a range in which small increases in flow can significantly increase intersection delay and reduce travel speed. Travel speeds are about 40% of the free flow speed.

Level of Service E

Conditions are characterised by significant intersection delays and travel speeds 30% of free flow or lower. Contributing factors may be: adverse signal progression, closely spaced signals, extensive queuing at critical intersections (saturated intersections).

Level of Service F

Traffic flow at this level is very low speed, even below 25% of the free flow speed. Signalised intersections would be severely congested (oversaturated) with extensive queuing and delay.

Most of the analysis to follow shows that even in 2014, there are almost no instances where the level of service gets worse than C. This is of almost no benefit in a CBD environment. What is created is an expectation that the authority will always be able to provide a high level of service. There is a large cost in this for no economic benefit, and is in fact bad for the CITY environment.

part b

SUPPORTING THE STRATEGY



a parking strategy

3, A PARKING STRATEGY

Parking is almost always a primary issue of concern in CITY studies. To simply examine parking numbers relative to traditional land use, however, is not a defensible approach to town centre analysis.

The consultants have completed inventory and demand surveys over several days. The results are attached as Appendix A.

Generally the parking in Gladstone CITY is relatively efficient. Overall the car parking is well used. The maximum car park occupancy overall in the study area is 72% in the mid morning. It is about 65% in the late afternoon due to a spike in the use of the Council car park behind the entertainment centre and the Woolworths car park in the Valley.

Despite this evidence there was considerable response from the public raising concerns about the availability of parking, suggesting that this was a detrimental aspect of visiting the CITY. When forming this opinion, a lot of people compare parking in the CITY to parking at a big box type mall. Parking in these locations is has all the best and worst attributes of parking.

What it does have is certainty. It is almost guaranteed that when travelling to one of these centres a parking space will be found and even if is 700 or 800 m away from the door, there will be a space.

The bad attributes are obviously the poor pedestrian amenity, the congested access points and poor driver behaviour.

Conversely patrons to the CITY look for a space adjacent to their destination. A space they would readily accept at a shopping centre is not considered suitable in the CITY. This is because the parking purpose is different. The current land uses in the CITY encourage short trips of half an hour or less to visit the bank, the solicitor, accountant etc. For these types of trips, any walk to a parking space is not acceptable. However for a significant longer term multi-purpose visit, a short walk to some well laid out parking would not be an issue.

The **real** parking issues in the CITY, based on the collected data and the "Set-Up Shop" feedback are:

- * Better signs directing patrons to parking;
- * Shaded off-street parking areas;
- * Better delineated off-street car parks;
- * More formal access to off-street car parks;

- * Better regulation of kerb side parking; and
- * Better turn over of kerb side parking.

ANALYSIS & DISCUSSION - DATA COLLECTION

Traffic data has been collected at the following locations by the following means:

SURVEY METHODOLOGY

TTM Data conducted a number of traffic and parking surveys in the Gladstone CBD on Thursday 18th March 2004. Surveys included:

- 12-hour intersection counts at 7 locations along Goondoon St
- Parking demand counts at specified on-street and off-street carparks about the CBD
- Parking duration survey on Goondoon St (between William St and Roseberry St)
- 7-day auto counts at 2 locations (commencing Wednesday 17.3.04)
- Parking inventory on all areas surveyed

SUPERVISION OF FIELD STAFF

Two TTM professionals were in attendance for the duration of the survey to brief staff, ensure correct and consistent recording procedures and provide relief breaks as required.

SURVEY DURATION

- Intersection counts 6:30am - 6:30pm
- Parking demand survey 10:00am - 5:00pm

INTERSECTION COUNT SURVEYS

Intersection counts were undertaken at 7 locations on Goondoon St between the hours of 6:30am and 6:30pm on Thursday 18.3.04 at the following locations:

1. Goondoon St / Lord St
2. Goondoon St / Yarroon St
3. Goondoon St / Roseberry St
4. Goondoon St / William St
5. Goondoon St / Bramston St
6. Goondoon St / Herbert St
7. Goondoon St / Tank St

All movements at the intersections were recorded in 15 minute increments. Vehicles were classified into light and heavy vehicles. The number of pedestrians crossing each approach were also recorded.

Quality not quantity.

PARKING AREA NUMBER PLATE SURVEY

The survey recorded number plates of vehicles parked on Goondoon St between William St and Roseberry St. The survey was conducted between the hours of 10:00am and 5:00pm.

The purpose of the number plate survey was to determine duration of stay for vehicles parking within this precinct.

PARKING AREA OCCUPANCY SURVEY

A parking occupancy survey was undertaken between the hours of 10:00am and 5:00pm on Thursday 18.3.04. The purpose of the survey was to determine parking utilisation in on street and off street areas around the CBD.

The CBD was divided into a number of parking precincts (both on and off street) based on the ability of staff to commence a new 'survey run' every 30 minutes. A total of 24 precincts were defined and evenly assigned between 6 survey field staff. The extent of each survey precinct and surveyed parking demand have been detailed in the attached spreadsheet in Appendix A.

AUTOMATIC COUNT SURVEYS

7-day automatic surveys were commenced on Wednesday 17th April 2004 at the following locations:

- Auckland St (between Lord St and Yarroon St)
- Flinders Pde (north of public boat ramp)
- Flinders Pde service road (north of public boat ramp)

The real parking issues in the CITY, based on the collected data and the "Set-Up Shop" feedback are:

- * Better signs directing patrons to parking;
- * Shaded off-street parking areas;
- * Better delineated off-street car parks;
- * More formal access to off-street car parks;
- * Better regulation of kerb side parking; and
- * Better turn over of kerb side parking.

Council should be flexible in the application of parking requirements relative to other areas of Gladstone. The CITY potentially has a large proportion of multi-purpose trips. Most cities have a scheme of accepting cash in lieu of parking spaces. Generally these monies are then used to provide central car parking resources. A Gladstone scheme could be developed to raise money to firstly improve the quality and access of the existing Council owned public parking, and secondly to expand some existing parking areas. This however is unlikely to be considered a short term priority in the context of the overall project. The provision of multi-storey parking is considered (at least in the short term) a very expensive investment without achieving any objectives for the project. Generally speaking there is no long term economic benefit in Council providing central off-street car parks unless there is a distinct financial benefit in the operation of the car parks. This will not be the case until there is enough demand to charge a reasonable price (say \$4 per hour) for CBD parking. There may be enough demand for this within three years but it is uncertain how long until there will be enough general community acceptance for this type of action.

To address the parking concerns directly related to the project it is considered the following action points should be considered:

- Develop and cost an integrated off-street parking layout for the off-street areas attached to, and including, the parking at the rear of the Council chambers (including landscaping and shade). Estimated cost approximately \$3,000 per space including shade (to be funded from developer parking contributions);
- Provide access to the Council car park above from Goondoon Street next to the Council chambers;
- Reassess the time limits on Goondoon Street parking to introduce some more half hour or less spaces and enforce regulation;
- Develop a time line for the long term introduction of paid parking in the CITY;
- Revisit the placement and number of G7-6 parking signs (white on blue);
- Negotiate through-building pedestrian access to car parking with Key sites;

There is genuine concern about how the Council or the CITY in general will cope with an influx of activity without providing a significant amount of long and short stay parking. The fact is that a study of major CBD centres in Australia has revealed that those with the least amount of parking make the most amount of money (Trebilock 1998). This is not a cause and effect relationship but demonstrates how irrelevant parking is to a successful retail CITY.

The consultant team considers that there should be no significant increase in parking provided by the Council over the next 5 years at least. There is a robust provision under the existing and proposed town plans, which are in themselves conservative in their provision for parking. Changes in parking should reflect the type of trips we want to encourage to the CBD. A proposed redistribution of the amount of parking throughout the CITY is shown in table 4.5.1, relative to the existing provision.

To achieve this redistribution some previously all-day off street parking will have to be time restricted to 4 hours and enforced. This will require the largest change in the parking behaviour in the CITY and will cause some short term angst. There is no real need to rush this phase of the program. It is considered to introduce this change over a 2 year period would be adequate. By this time it is anticipated there will be some resident population migrating towards the CITY, reducing the demand for all day parking, but increasing the demand for shorter term parking. The CITY must be prepared to use parking as a travel demand management tool.

Overall it is considered that to use Council funds to provide public parking is inappropriate in terms of the objectives of the project and would be counter productive.

The recommended strategy is to use the funds collected in lieu of parking provision to upgrade the existing Council car parks (landscaping, line-marking and shade) and allocate the most sought after spaces as shorter term parking (2 or 4 hour).

4.0 TRAFFIC AND THE USE OF THE WATERFRONT

HEAVY VEHICLE TRAFFIC ON FLINDERS PARADE

The Auckland Point Traffic Study element has been withdrawn from the project at the request of the Gladstone Port Authority (GPA). Without the benefit of any technical analysis, some general agreement has been sought from the GPA about the future of Flinders Parade as a heavy vehicle route once the new Port Road (Route D) is constructed and commissioned. A significant influence on the amount of heavy vehicle traffic that will continue to use Flinders Parade will be the future profile, alignment and pavement width in Flinders Parade.

There are restrictions on the use of Route D which mean that high loads will continue to use Flinders Parade. Additionally it is considered prudent to maintain Flinders Parade as an available heavy vehicle route for emergencies and other occasions where Route D is not available or suitable. Indications are however that the significant reduction in the number of heavy vehicles using Lord Street and Flinders Parade will make for a much more people friendly land use pattern on these streets. Design amendments will be made to the alignment of Flinders Parade to reinforce its role as a street, and not a heavy vehicle route.

BOAT RAMP

The issues surrounding the boat ramp are not particularly technical, but more about the character of the town. The boat ramp itself does, in fine weather on weekends, induce some parking problems. These could be easily resolved from a technical perspective, as it merely requires more spaces. This is however some of the most valuable (monetary and character) land in the CITY. It must be considered whether its highest and best use in terms of overall benefit to the CITY, is a boat ramp.

Gladstone has a large and enthusiastic small boat owner population which must be catered for. The boat ramp at the end of Goondoon Street is very popular for a number of reasons. It is wide, central, has reasonable parking, is adjacent to the VMR, is adjacent to the yacht club, has public toilets, is close to the main channel and is accessible at all tides. It does however have some short comings. It has no wash down facilities, no pontoon for equal access boarding, and has limited fish cleaning facilities. Also there are occasional parking overflows.

Consultation with boat owner groups and the GPA has revealed that while the facility itself is extremely important, the site is not so sacred. The groups have identified an alternate site where the appropriate facilities could be made available. There have also been suggestions from the GPA that the Welby Creek ramp may be upgraded and from Council and Queensland Transport (QT) that the Calliope River ramp might be upgraded. It is unlikely that the simple upgrading of these alternate ramps will be sufficient in meeting expectations and demand if the Goondoon Street ramp were to be removed.

The wider community appears to be divided about the future of the ramp. It is definitely a widely used and appreciated facility. The charm and individuality of having a boat ramp at the end on the main CITY street is also widely appreciated in the general community. However there are many suggestions from the community that it does not fulfil the potential that this piece of land has for the benefit of the overall CITY.

It is probably inevitable that the ramp will be moved at some stage in the future. However the impetus that this project has given the CITY to begin reshaping itself will make the boat ramp a more inappropriate use, sooner rather than later. This space more than any other has the potential to transform the perception everyone has of the CITY and implant the concept that Gladstone really can be a vibrant and active CITY. The brief does not require an alternate site to be found or funded. However it is not considered that the Council, the GPA or QT invest significantly in the boat ramp. **Significant effort should be put into finding and funding an alternate site as a matter of urgency.**

A related issue to the boat ramp is the location and operation of the Voluntary Marine Rescue (VMR) building adjacent to the boat ramp. In its present form there is not a long future for the VMR building. Like the boat ramp, it has nearly filled its useful life, not necessarily in terms of the physical asset, but in terms of the appropriateness for this particular building form in a modern CITY. There are several advantages of the present location of the VMR. The central location relative to the volunteer operator(s) and the convenient location for recreational "boaties" to register their comings and goings are both advantages of the current location.

Having said that, there is no reason why the VMR building could not function somewhere else in the vicinity of Auckland Inlet. If the boat ramp and associated facilities were relocated to Welby Creek, the VMR building may also be relocated there, at some significant cost, or incorporated into the a new private sector development incorporating the Sailing Club and other associated facilities.

Whilst the above discussion does not prohibit negotiation with the future developer of the waterfront land to incorporate either the boat ramp or the VMR facilities, it is considered likely that both these facilities will cease to exist in their current form and that they may also have to relocate to a location more in keeping with the future of the CITY.

Locations for the boat ramp at Welby Creek would be suitable from an Urban Management perspective and this would also be a suitable location for the VMR. The VMR and the boat ramp users have some definite expectations about a future facility, which will have to be managed. These are documented in the body of the overall report.

5. GOONDOON STREET - ONE WAY OR TWO WAY?

In previous studies it has been suggested that Goondoon Street extend its one-way behaviour over the hill and down towards the waterfront. Goondoon Street currently carries about 3,500 vehicles per day in the one-way section of street and about the same in the current two-way section between Yarroon and Roseberry Streets. These volumes are extremely low for inner city streets and would be the equivalent of a suburban collector street. Capacity wise it would be conceivable for these streets to handle up to four times this amount of traffic.

The advantages of one way streets in an inner urban environment are:

- More reserve width available for bikeways;
- More reserve width available for pedestrian;
- More reserve width available for other public space;
- More reserve width for parking;

The disadvantages include:

- loss of legibility;
- Directional bias to origins and destinations;
- Potential increased travel times and distances; and
- Reduced accessibility.

Given that the volumes are so low, there will be no capacity issues within a reasonable time horizon (10 years). The issue is whether the advantages of having one way streets can be realised to an extent that the sacrifices are worthwhile.

In the existing one-way section of Goondoon Street, the sacrifices made to achieve a one-way street seemed to have been in vain. The parking space has not been maximised, the streetscape has had no significant impact and the public spaces are not used to any significant degree. Conversely there was significant comment in the public consultation period that the one-way section is inconvenient and restrictive.

It is even perceived by a significant portion of the CITY community that the one-way section of Goondoon Street is in part responsible for the decline of the CITY. Whilst this might not be a direct or defensible correlation, it does illustrate the lack of enthusiasm for the one-way concept in the CITY.

Traffic issues aside, it is considered that to extend the one-way section of Goondoon Street any further would be a high risk initiative for the following reasons.

- High cost;
- Low stakeholder support;
- Decreased accessibility;
- Decreased legibility;
- Reduced parking flexibility; and
- Increased pressure on City lanes;

Analysis (attached) shows the performance of the Goondoon/Roseberry Street intersection with various combinations of traffic and pedestrian movement. The preferred long term solution is to signalise the Goondoon/Roseberry Street intersection with a "scramble" crossing for pedestrians. This may have to be done in two phases. One imminent stage with Goondoon Street (south) remaining one-way, and later with Goondoon Street (south) being converted to two-way.

The table below summarises the intersection performance now and in the future.

| | Level of Service | Degree of Saturation | Average delay | 95th% back of Queue |
|---|------------------|----------------------|---------------|---------------------|
| 2004 existing layout | C | 49% | 19s | 15m |
| 2014 existing layout | C | 60% | 20s | 21m |
| 2014 2-way signalised with scramble phase | C | 74% | 26s | 123m |

It is recommended that Council pursue returning Goondoon Street to Two-way and implementing a signalised scramble crossing at the intersection of Goondoon and Roseberry Streets.

part b

SUPPORTING THE STRATEGY

6. ALTERNATIVE WAYS TO ACCESS THE CBD

GLENLYON STREET

The brief requests the examination of Glenlyon Street as an alternative access to the CBD to seek some relief for Tank Street. From a pure traffic perspective, this is a reasonable strategy. Tank Street has some anecdotal peak congestion and Glenlyon Street is a significant traffic facility, somewhat under utilised at this stage.

In terms of creating a sense of place however, Tank Street is a perfect street. The Tank Street/Goondoon Street intersection currently operates in peak hour at level of service B which is very acceptable. Over time as this will become more congested and with this repeat traffic trips (locals) will leak on to Glenlyon Street to reduce the delay on their journey. However Tank Street is part of the CITY and part of the CITY experience. It should a prime access to the CITY. Currently the CITY suffers terribly from a complete lack of any sense of arrival. Directing traffic arriving in the CITY to Glenlyon Street or Dawson Road is a sensible traffic solution and will minimise delay on the network, but is one of the key culprits in creating the sense of flatness experienced when arriving in Gladstone.

It is considered that directionally, traffic should be encouraged to access the CITY via Tank Street, with local traffic being allowed to leak on to Glenlyon Street as congestion builds on Tank Street and Goondoon Street. It is essential however that incoming traffic be allowed to experience the sense of arrival that can only be delivered by the building of congestion and activity.

It is therefore recommended that Council through a sign strategy reinforce the arrival at the CBD via Toolooa Street, Tank Street and Goondoon Street. Glenlyon Road will continue to act as a local alternative access to the CBD, but not as the primary route for arrival.

AUCKLAND/TANK

The intersection of Auckland and Tank Streets is one of a small number of signalised intersections on the fringe of the CITY. It operates with no queuing or delay. The advantage of having signals in this location is that it will maintain long term flexibility for growth in pedestrian traffic. TTM have analysed current and future performance using AaSIDRA software. This analysis reveals that with a 3% compounding growth the intersection still operates at level of service C to 2014. This is still below that of a normal "CITY" environment. Table This is illustrated in the following table.



1. On site queuing - Herbert street.

SIGNAL ANALYSIS OF AUCKLAND AND TANKS STREET

| | Level of service | Degree of saturation | Average Delay | 95th% back of queue |
|----------------------|------------------|----------------------|---------------|---------------------|
| 2004 existing layout | C | 40% | 16s | 37m |
| 2014 existing layout | C | 53% | 17s | 52m |

Note that there is a moderate queue that develops, extending up to 50m by 2014. This is of no concern from a traffic perspective as the queue clears very quickly. There is no imperative to carry out any works at this intersection.

HERBERT STREET

Traffic volumes in Herbert Street are currently extremely low. From a capacity perspective it could be expected to carry up to five times the volume of traffic.

Analysing the intersection of Herbert Street and Goondoon Street reveals only 57% saturation to 2014 as shown in table 4.1.4.8.1.

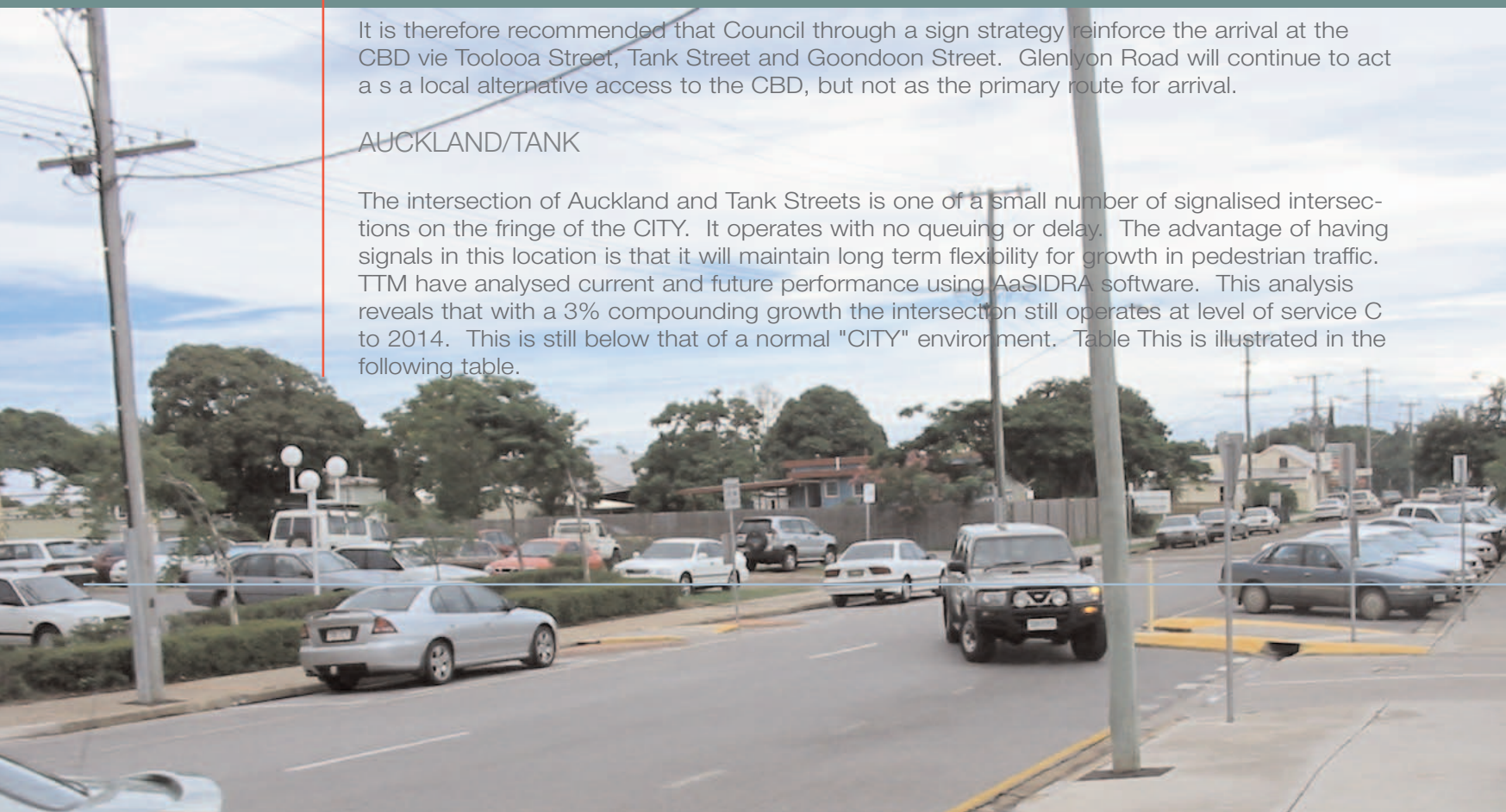
ANALYSIS OF HERBERT AND GOONDOON STREETS

| | Level of service | Degree of saturation | Average Delay | 95th% back of queue |
|----------------------|------------------|----------------------|---------------|---------------------|
| 2004 existing layout | A | 38% | 10s | 20m |
| 2014 existing layout | B | 58% | 11s | 40m |

There are side effects of this low volume however. Speed is a natural development in low volume straight urban streets as well as an adverse behavioural reaction to the odd spike in activity during the day. That is any short term congestion due to a school, work or shopping peak is not dealt with adequately by drivers in an environment that is normally free flow.

There are also issues accessing the retail facilities on either side of Herbert Street. This situation is almost solely caused by the inappropriate design of the retail car parks on both sides of Herbert Street. On the north side of Herbert Street there should be queuing for at least 3 vehicles on site for this car park, and for the car park on the south side of Herbert Street, queuing for six (6) vehicles is required to meet the recommended guidelines.

The car park to the north has queuing for perhaps 2 cars and the one to the south has nil. The problem is illustrated in the photos 1. and 2.



2. On site queuing - Herbert street.

part b

SUPPORTING THE STRATEGY

It may be necessary to prevent right turns into and out of these developments to prevent right turn queuing. It may also be appropriate to remove some kerb side parking to accommodate for left turners to queue kerb side and still allow through traffic to progress. The right turn issue could be considered a safety issue, while the left turners really only cause delay with a small probability of inducing minor rear end collisions.

Of course it would be prudent to at least investigate the possibility of the land owners addressing the problems that exist on their site.

Concerns have been raised regarding the operation of the intersection of Auckland and Herbert Streets. It has been suggested that this intersection is subject to additional traffic due to drivers avoiding the Auckland and Tank Street intersection. There is also a fuel station on the north east corner of this intersection which is a significant attractor in an urban environment.

In the last five years there have been 4 reported crashes at this intersection, one requiring treatment to an injured person. Two of these accidents involved right turners; the other three were same direction crashes according to Queensland Transport crash statistics. There are inherent operational characteristics that promote an unsafe condition. Diligent, attentive drivers will easily cope with the minor congestion that may occur during a peak with several motorists wanting to access the fuel station.

The photograph shown in figure 4.1.4.8.3 below indicates that if patrons choose to turn right in off Auckland Street, there is a risk that vehicles may queue back over Herbert Street. This situation can easily be rectified with some minor modification of the kerbside allocation, involving a small parking ban extension..

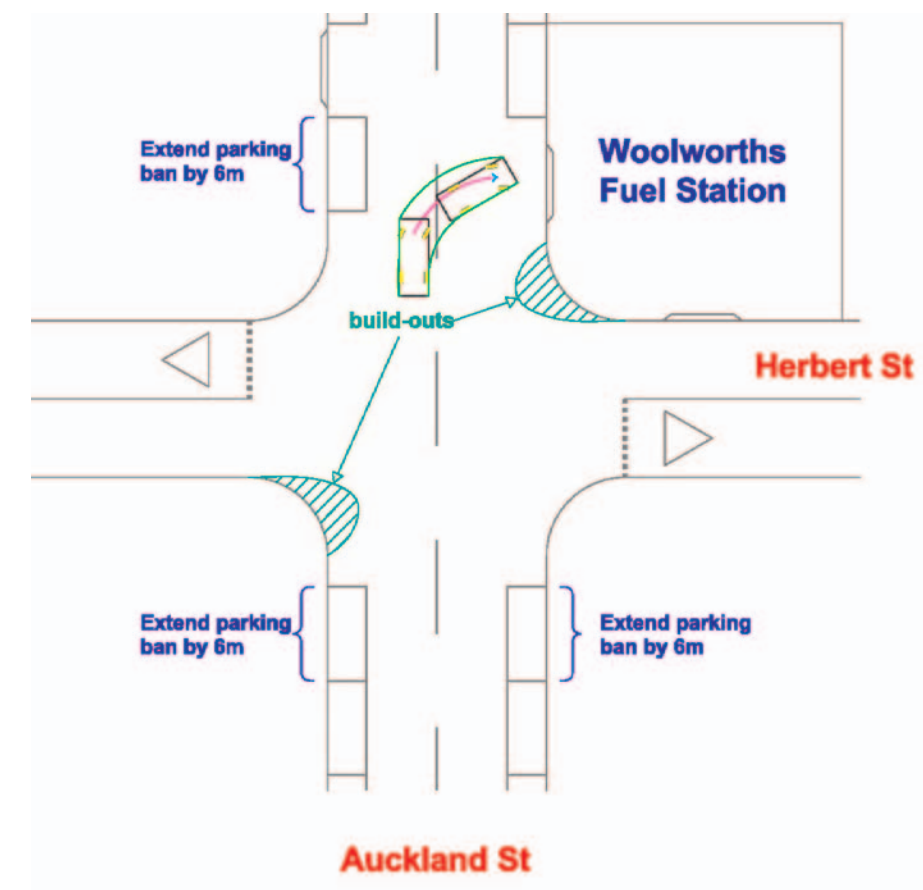


Sight Distance (west) from Herbert Street Catholic Primary School

Technical traffic issues aside, there is some angst regarding this intersection. Relative to other intersections in the CITY, it actually does require some care and attention by drivers. A simple solution would be to extend parking bans on the Auckland Street approaches and give Herbert Street vehicles a more comfortable view. This will not necessarily make the intersection any "safer" but will make drivers more relaxed. It will also allow traffic flow to continue on Auckland Street while patrons are propped to turn right into the fuel station. It has been suggested that this treatment should be combined with some kerb build-outs to allow Herbert Street traffic to enter further into the intersection and still remain protected. This treatment does not seem to be warranted from a pure traffic perspective, as sight distances seem to be appropriate, however they would give the intersection a more "comfortable" feel and may contribute to the streetscape aesthetics of this part of town if properly designed and constructed.

It is recommended that the parking bans are implemented as a minimum to address the minor traffic issues associated with Herbert and Auckland Streets.

A generic diagrammatic summary is shown below.



7. TRAFFIC IN THE CITY

A common thread through the analysis is that the CITY suffers from a lack of traffic density. This causes problems on two levels. It allows traffic speeds to creep up to intolerable levels and secondly any minor congestion that does occur can cause adverse driver reactions and unpredictable behaviour.

It is considered by the consultant team that an ideal level of service for inner urban environments is 'D' compared to suburban locations where 'C' is more appropriate. A description of the relative levels of service can be reviewed in Section 2.

A more dense traffic pattern gets more vehicle kilometres travelled for less money. The penalty is delay which we should use as part of a mature travel demand strategy to encourage a more efficient land use throughout the City of Gladstone.

CHILDREN IN THE VALLEY

Issues to do with children and mobility are extremely complex and an interesting and specialised area of social planning. There is an extremely delicate balance between the provision of independence and protection against risk. As managers of urban space the objective is to maximise the opportunity for children to make independent travel within an acceptable risk profile.

It is becoming more and more popular to drive children to school. Noticeable reduction in morning peak traffic around most if not all urban centres in school holidays is anecdotal evidence of this. It is therefore becoming more of an issue to provide adequate drop-off, pick-up and parking spaces in and around schools. The primary school in Herbert Street does have reasonable parking and set down space, however operationally this could be formalised more.

The most significant aspect regarding the school is the poor sight distance to the west when exiting the school onto Herbert Street as shown in figure 5.1.4.9.1

Sight Distance (west) from Herbert Street Catholic Primary School

It is not uncommon for property access to be inadequate when it comes to Austroads sight distance guidelines, as this is an extremely conservative guideline meant for use at intersections rather than property access. However the community is equally conservative when it comes to expectations regarding driving conditions around schools. Conversely the community is extremely careless (generally) in its actual driver behaviour around schools for a variety of reasons. This creates a collection of undesirable circumstances at the Herbert Street school.

There is an alternative access that should be vigorously explored. There is access to the school via Tank Street and Central Lane. This access has no such sight distance problems and there is an opportunity to create a suitable turning space at the end of Central Lane.

Whilst it has been considered, it is not recommended to reduce the access to the school from Herbert Street at this stage as there is no demonstrated crash history, however the possibility of allowing only left in left out to the most western access to the school, once the Central Lane access has been established.

There are ten (10) pedestrian accidents reported in the CBD area over the last five (5) years, one involving loss of life at the intersection of Goondoon and Yaroon Streets. Interestingly enough the fatal accident was the only one that occurred at an intersection. All others according to the records provided by QT occur mid-block.

With such a minutely small number of incidents it is difficult to entreat anyone to think that the number of mid-block pedestrian crashes is significant. However there are other circumstances which indicate that mid-block crossing is an issue. The lack of traffic density makes crossing at the intersections the most inconvenient place to cross. That is, even where there are signals there is still a situation where the most difficult and inconvenient place to cross is at an intersection. It is logical that people will choose to make mid-block crossings.

This will be a learned behaviour for children as well. They are less equipped with the skills to successfully negotiate road crossings. There are no suitable pedestrian crossing spaces provided in the CITY with the exception of the supervised crossings.

A treatment that would address a number of issues throughout the CITY would be the introduction of some mid block landscaped build-outs, where practical, incorporating pedestrian refuges. Subject to detail design issues consideration should be given to placing mid block crossing points (not zebra crossings) in Goondoon Street between Herbert and Tank and Tank Street between Goondoon and Auckland.

8 SUMMARY OF TRAFFIC STRATEGY

OVERALL NETWORK PERFORMANCE

In terms of capacity, there are no pressing traffic network issues in Gladstone.

More significant issues are:

- Confusing hierarchy, mainly through lack of concentration of traffic;
- Disorienting directions into CITY;
- Poor directional assistance in general;
- Circulating traffic due to the one-way section of Goondoon Street;
- Unusual intersection layouts and operation;
- Circulating traffic due to low levels of on street parking enforcement; and
- Heavy vehicles on Flinders Parade.

As has been stated previously there is no obvious route through and around the CITY, no roads seem to be more obvious than others. This has advantages and disadvantages. There are plenty of options for regular drivers to avoid irregular congestion; however it is confusing and disorienting for infrequent drivers. Widening the city lanes will further deteriorate this situation. The proposed way finding markers should improve the situation, but in the long term more delineation in the activated street fronts will promote and direct traffic to where the action is, not around or away from it.

There are a couple of intersections which require review. The intersection on the south (CITY) side of the marina bridge is land consumptive and cumbersome. This has been reviewed. The intersection of Goondoon Street and Lord Street works well but has been raised several times during consultation and has been reviewed given that the future role of Flinders Street will change. The intersection of Goondoon Street and Roseberry Street needs urgent attention and has been redesigned with signals.

The Port Road has the opportunity to take some of the heavy vehicles away from Flinders Parade. This should be supplemented with some subtle changes in alignment for Flinders Parade further encouraging the use of the Port Road. This has to be done keeping in mind that Flinders Parade will for the foreseeable future still be an important access to the Port area. The reduction of heavy vehicle traffic along Lord Street and Flinders Parade is essential to the future prosperity of the CITY. This is potentially one of the most inviting waterfront urban accommodation areas on the Queensland Coast. If the heavy vehicle traffic is not removed, the area will not reach its potential and neither will the CITY as an entity.

Queensland Transport is currently modelling heavy vehicle movements in the Gladstone area; however, preliminary outputs from this study are not expected for some time.

part b

SUPPORTING THE STRATEGY



traffic strategies

EQUAL ACCESS PARKING

Parking like all other facilities should be equally accessible to all people. It is considered a rule of thumb that 1% of all parking spaces should be reserved for people with some disability. Disabled spaces take on a slightly different format. They are wider and/or longer and need better access to kerb ramps. They also have to be flat.

There are just over 1000 on and off street spaces in the study area. This would indicate that there should be around 10 equal access spaces in the CITY. It will be discussed later the importance of having a fluid kerbside allocation. That is the way kerb space is allocated and should change whenever necessary, to be at its optimum all the time.

The places where equal access spaces can be placed are limited in Gladstone by Grade. However, the best way to select locations for equal access spaces is to negotiate with users. Some of the preferred locations might be in Tank Street (Auckland to Goondoon), Herbert Street (angled spaces near shopping centre), Goondoon Street (near Grand Hotel), Goondoon Street between William and Bramston Street and along the forshore in Flinders Parade. There is currently only 1 on-street equal access parking space in the study area. This should be increased to a minimum of 5.

BICYCLE FACILITIES

There is current provision for bicycle facilities in the CITY, however provision is quite rudimentary. There is public bike parking, however it is of the most basic in nature and difficult to find. This issue, as part of the project, will be addressed in two ways. Development codes to impose bicycle parking conditions on developments in the CITY. Secondly the design implementation of bicycle parking facilities as part of the Streetscape works and master plan.



It is considered that the service should be a high profile and visible;

PUBLIC TRANSPORT (BUS)

Due to an overall lack of density, it is extremely difficult for public transport to play a significant role in moving people around regional towns and cities.

Bus link provide QT contracted services throughout the Gladstone area including the study area. They have regular services through the study area. The current timetable is attached.

There was considerable discussion about a CITY public transport circuit during the consultation with stakeholders. This service would conceptually run from the yacht club, through the CITY, to the valley and incorporate the Auckland Point Lookout. There was a strong desire to make this service free to patrons.

There are several issues associated with this service;

- It is considered that the service should be a high profile and visible;
- Would benefit from a distinct livery and even vehicle type;
- Would be a drain on the public purse;
- The city/valley link (a link already provided) might be patronised, but the waterfront and Auckland point links would be used infrequently;
- Other than the city valley link, the service would be only a benefit for those unable (for whatever reason) to walk the short distances from the waterfront to the CITY or the City to Auckland Point;
- Even with a 10 minute frequency, it is likely that the wait for the service would be longer than the journey;
- A revitalised Goondoon Street would provide a lot more incentive to walk than is currently the case.

In summary it is not considered that public transport will have a large impact on movement patterns within the CITY, however as density increases in the CBD there will be opportunities for the service provider to explore and implement commuter services to the CBD.

EMERGENCY SERVICES

TTM have requested input from the local Gladstone representatives from the Queensland Police, Fire and Ambulance services. The Fire service has provided input, but has no issues that they wish to be addressed. Security issues have been addressed separately as part of this study, however traffic issues raised by the police

The Ambulance service has raised issues such as a lack of house numbers which is typical of CBD environments. The Ambulance has a particular non-emergency issue accessing the ambulance station. Vehicles turning right in apparently cause vehicles to queue behind the ambulance and apparently queue back through the signals at Glenlyon Road and Tank Street. Despite several attempts, this behaviour was not able to be observed, indicating its infrequency. It will however be necessary to, long term, ban right turns into the Ambulance Station.

emergency service

KERBSIDE LOADING

Kerbside loading is not a static situation. It will change periodically depending on how static the land uses are within the CITY. In Brisbane City, the kerbside allocation changes daily. That is, every day there is some requirement to change the kerbside allocation. While it may not be necessary to change the allocation of kerb space in Gladstone everyday, the Council must be prepared to be more flexibly to meet demands for a variety of kerbside uses.

The road space that is kerbside is used for a variety of purposes.

Bus stops should be a kerbside priority and every effort must be made to accommodate them, although they do not necessarily play an important role in CITY traffic at this stage. Loading (including passenger loading) is probably the next priority. The success of this project may induce some land uses into buildings that were not originally designed for such uses. For this reason kerbside loading will be important for them to be able to operate efficiently. In addition kerbside loading is an exciting element to a prosperous CBD environment. Despite some opinions that kerbside loading should be minimised in deference to traffic flow, deliveries within a short period of time will be carried out at the most appropriate time.

Kerbside loading should be placed where it is required in negotiation with the transport and CITY business community. Anecdotal, Gladstone has enough loading space, but outcomes from this study may induce the need for more. It should be allocated as it is required. Kerbside loading should have priority over kerbside parking.

Other issues associated with kerbside loading in Gladstone are the typical road crossfall versus awning situations. This is where the road crossfall induces a lean in a commercial vehicle such that they hit the shop awning. Care must be taken to minimise this situation. It was reported in the "Set-Up Shop" that this occurred in some places.

Due to the amount of non-parking involved in the CITY, a greater effort should be made to rationalise this spaces to combine kerbside uses to involve buses, taxis, passenger loading and goods loading in the one kerb space. Additionally the Council should create or use an existing forum to regularly evaluate kerb space and instigate necessary changes.

CITY LANES

Council has been trying to maximise the use of its city lane network by slowly but systematically widening some of the more important lanes, with a view to getting better traffic carrying value out of the asset. It is the consultants view that in a local government environment where infrastructure money is at a premium, this is not an appropriate investment.

Part of the reason there is some demand for the use of the city lanes is the legibility that has been denied the CITY network by the induction of the Goondoon Street one-way. The city lanes are not an essential part of the CITY road network, but provide handy rear lot access for loading and parking. Should they be widened, they lose some of their benefit in this role, as the parking and loading traffic is impeded by other general traffic.

The money that could be invested in the widening of the city lanes should be directed towards returning Goondoon Street to two-way. This will have a much more positive impact on the CITY network relative to the expansion of the city lanes.

The proposed amendments to the Town Plan however do encourage medium density housing along the frame of the CITY core which may utilise access to the city lanes. On these occasions widening (at the applicant expense as development occurs) to a 6m pavement in an 8m reserve may be warranted. This would be adequate to access and service the density that is envisaged in this area.

city lanes

NON-MOTORISED TRAFFIC ACROSS GLENLYON ROAD

Glenlyon Road separates the CITY from tennis, rugby, hockey, swimming and passive recreation, as well as the showground and the speedway. Students from the Gladstone High School are also only five minutes walk from the CITY across Glenlyon Road. The most obvious place to cross Glenlyon Road is at the signals at the intersection of Bramston Street (Dawson Highway). This is an awkward crossing with a relatively long cycle. The intersection would have a high level of service for vehicles but low for pedestrians. This is understandable for two reasons; there is no significant demand for pedestrian traffic, and it is a Main Road, and almost by definition carries vehicular traffic as a priority.

Ideally Main Roads would defer their traffic carrying charter through inner urban areas in favour of better property access and pedestrian amenity, but it is hard to argue in this case with no sustained pedestrian demand. Long term (10 years+) it is envisaged that a significant amount of parking, particularly all-day parking may have to be catered for on the western side of Glenlyon Road, given the opportunities for higher density development now encouraged under the new Town Plan. This may create some demand for pedestrian traffic to cross Glenlyon Road and possibly warrant some kind of treatment.

In the short term however the situation is that the small amount of pedestrian traffic crossing the road is safely, if not conveniently catered for. The inefficient pedestrian movement at the intersection of Bramston Street (Dawson Highway) will promote some mid block or out of phase crossing which is only a safety concern in certain circumstances:

- when there is a large standard deviation in speed;
- when large numbers of elderly persons cross the road (normally cross in sequence at lights); and
- when large numbers of children (primary school or younger) cross the road.

Matters of incidental speeding particularly on Main Roads facilities should be referred to the police. This will help maintain a smaller spread of speeds making crossing the road out of sequence or mid block much easier.

It is not proposed that any action is warranted at this time on this issue.

TRANSPORT NODES

It has been common practice in many town centre projects to incorporate some type of central transport node into the CBD. Unfortunately these have not been successful endeavours. Some have been saved by some clever accompanying land uses but generally they have become dead spots in the CITY and introduced serious security issues.

Currently the existing transport nodes in the CITY are:

- The Gladstone Railway Station;
- The "bus station" at the Mobile service station on Dawson Road; and
- The ferry terminal at the Gladstone Marina.

In their current form and location these service points are a minor inconvenience for traveller's and contribute nothing to the CITY. However, the consultants are reluctant to recommend any changes. Once again we are confronted with a MAJOR expense for very little return. The proposed way finding will make it easier for people to find the CITY from the railway station and the new land use plan should enable some low cost accommodation to be maintained in the Valley area near the railway station.

The Marina is a great public facility for many reasons. However it does remove a significant amount of energy and activity from the CITY. The location of the ferry terminal means that visitors to the Gladstone area going to Herron Island can do so without interacting with the CITY at all. This is a tragedy for the CITY as tourists can be excellent CITY patrons. This makes the slice of land that links the CITY to the Marina (the southern bank of Auckland Inlet), one of the most important in the study area.

There is no specific action involved in creating a central transport node for two reasons: lack of financial and/or economic benefit, and secondly lack of success of these ventures in other centres.

7.0 Planning Strategies for Uptown and the Waterfront

Division 8 - Specific Outcomes and Probable Solutions for the Uptown and Waterfront Precincts

Specific Outcomes

- (1) Premises in the commercial zone shall create a pedestrian-focussed streetscape that is safe, inviting, shaded and provides opportunities for social and business interaction.
- (2) Buildings provide a high quality of urban design, particularly at street level and reflect the overall outcomes for the precinct in terms of height, scale and intensity of use.
- (3) Buildings are located and designed so there is no significant loss of amenity to adjacent land and dwellings in regard to overshadowing and overlooking.

Probable Solutions

- a) Awnings (including the Harbour Arbour), street furniture and/or street trees are provided in accordance with the Gladstone City Masterplan; AND
- (b) Ground floor uses incorporate uses which foster casual, social and business interaction for extended periods (such as shop fronts, indoor/outdoor cafes and restaurants etc) for not less than 70% of the site frontage; AND
- (c) Ground floor uses present not less than 65% of the building's frontage as windows or glazed doors and a maximum of 35% as a solid facade; AND
- (d) Outdoor dining areas (with a slope not exceeding 1:40) are provided where premises contain eateries or indoor entertainment; AND
- (e) public areas are well lit, open to view from the street, and do not contain blind corners or recesses which could conceal a person, unless:
 - * building corners are constructed using clear building materials; or
 - * curves or angles are used instead of 90 degree corners.
- (a) the built form of premises complies with the maximum provisions contained in Table 4.3 below; AND
- (b) No building façade exceeds a horizontal dimension of 30 meters without punctuation by design elements such as: colonnade, veranda's, awnings, balconies, eaves, recesses, screens, awnings or shutters; AND
- (c) Roof forms are shaped to "cap" the building, and to screen lift over-runs, roof plant and other equipment when viewed from public spaces, or adjoining properties.
- a) Windows or balconies located within 9 meters horizontal distance of an existing adjoining residential building, are screened or obscured where they face directly into the private open space or habitable room of an existing adjoining dwelling, AND
- (b) External windows are fitted with screens or awnings to protect them from direct sunlight between the hours of 10am and 2pm on the 21 December; AND
- (c) The loss of sunlight to the living rooms of existing adjoining residential dwellings is less than 3 hours between 9am and 3pm on 21 June, OR less than 20% longer than the existing situation).

Specific Outcomes

- (4) A sufficient number of car parking spaces and service vehicle loading bays are provided to accommodate the amount and type of traffic expected to be generated by the use.
- (5) Premises with frontage to Goondoon Street provide a mix of residential accommodation and commercial activities.
- (6) Residential dwelling units are provided with private and communal open space which is private, convenient and is accessible to some direct sunlight.
- (7) In mixed-use premises, the transmission of noise between commercial and residential uses and beyond the site boundaries is minimised.

Probable Solutions

- (a) For non-residential uses included as part of a mixed-use development (where at least 50% of the total floor area is residential), the minimum car parking rate for the non-residential uses shall be 1 car parking space for every 30m₂ of gross floor area or part thereof; OR
 - (b) For non-residential uses that do not comply with part (a) above, the minimum number of on-site car parking spaces complies with Schedule 2 - Car Parking Rates; AND
 - (c) Not less than 85% of car parking areas are located at the rear of premises, or in basement car parks.
-
- (a) Commercial uses are located at ground and podium levels; AND
 - (b) Residential uses are located above podium level.
-
- (a) A communal open space with an area of not less than 60m₂ (with a minimum dimension of 5m) is provided at ground level in at least one continuous area; AND
 - (b) For ground floor units, private open space of not less than 30m₂ (with a minimum dimension of 4m) is located conveniently accessible from a living room of that unit; AND
 - (c) For above-ground units, a balcony having a minimum area of 15m₂ with a minimum width of 2.5m, is located conveniently accessible from a living room in that unit.
-
- (a) Plant and equipment is enclosed, shielded or acoustically treated so the generated noise levels comply with the relevant Australian Standards; AND
 - (b) Recreation facilities (ie swimming pools, tennis courts) and services (ie garbage chutes, compressors etc) are located away from the bedrooms of internal or adjacent dwellings; AND
 - (c) Driveways and parking areas are located away from bedroom windows of internal units or adjacent dwellings, unless acoustically screened.

Table 4.3 - Built Form Standards - Waterfront & Uptown Precincts

BUILT FORM STANDARDS FOR WATERFRONT & UPTOWN PRECINCTS

Residential Density (dwelling unit per site area)

* For sites with area less than or equal to 1000m²

* For sites with area between 1001m² & 2000m²

* For sites with area greater than 2000m²

Site Cover (% of site area)

* For mixed-use development in the Commercial zones

* For premises in the Multiple Residential zone

Building Height (measured to the building's uppermost projection)

* For sites located in the Commercial Zone between Yarroon and William Streets

* For sites located in the Commercial Zone between Lord and Yarroon Streets

* For sites located in the commercial zone between William and Bramston Streets

* For sites located in the Multiple Residential zone

Setbacks (from principal road frontage)

* For sites located in the Commercial Zone between Yarroon and William Streets

* For sites located in the Commercial Zone between Lord and Yarroon Streets

* For sites located in the commercial zone between William and Bramston Streets

* For premises in the Multiple Residential zone

Quality not quantity.

MAXIMUM PROVISIONS

1 unit per 120m²

1 unit per 90m²

1 unit per 60m²

podium 75%, tower 30%

35%

26 meters (maximum podium height 9.6m)

26 meters (maximum podium height 6.4m)

16 meters

16 meters

Podium setback - zero, above podium - 6m

Podium setback - zero, above podium - 10m

Zero

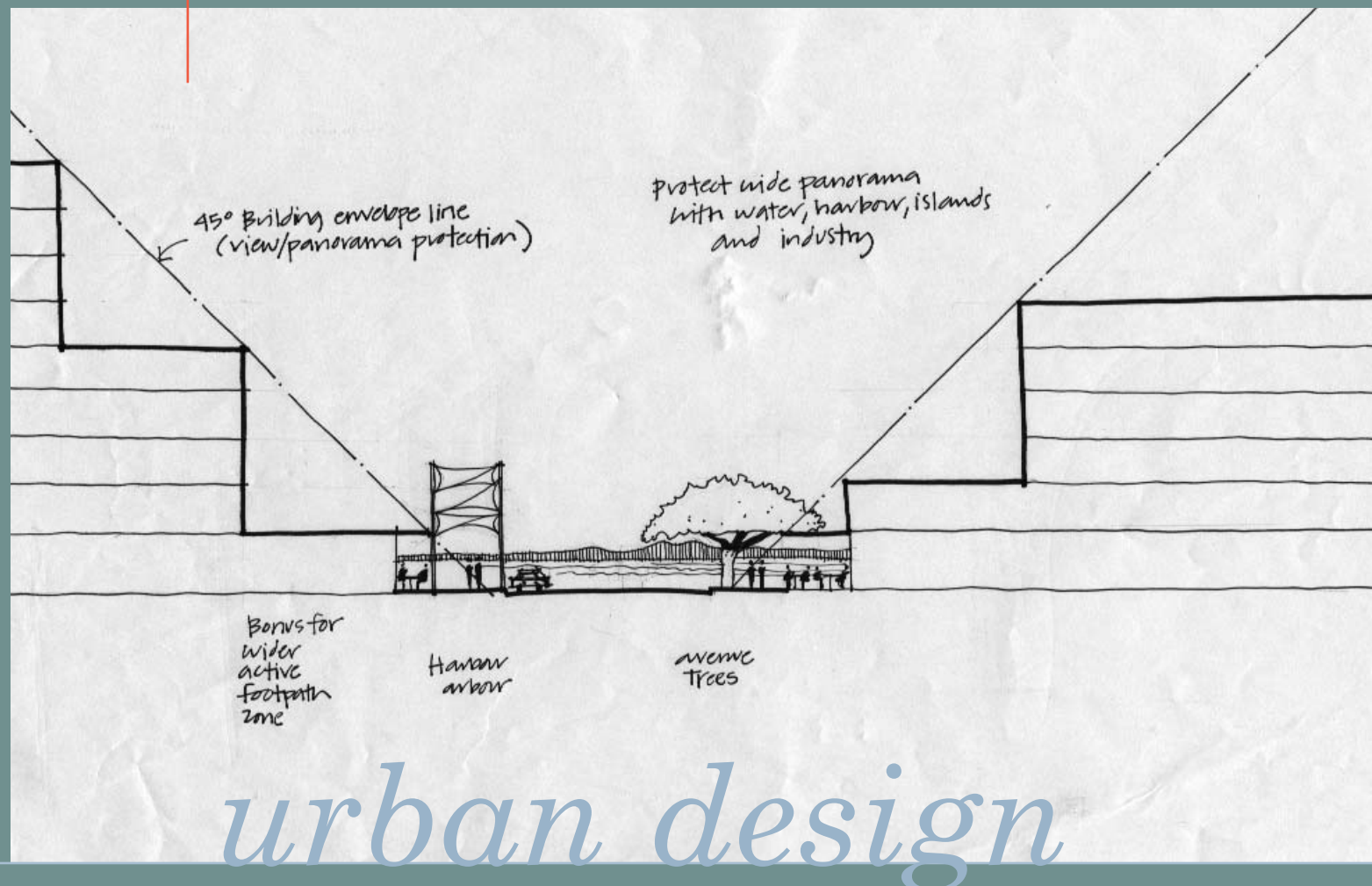
7.5 meters

part b

SUPPORTING THE STRATEGY

Notwithstanding the above, Council may give favourable consideration to an impact assessable application for development that exceeds the maximum provisions contained above, where such development is:

- located with frontage to Goondoon Street between the intersections of Lord and William Street; AND
- provides a level and shaded public piazza or plaza (minimum area 20m₂); AND
- includes a public art component to a minimum value of 1% of the projects total construction costs; AND
- has a site cover of 25% for those floors greater than 25 meters, commensurate with the increased height of the development; AND
- minimises overshadowing effects to public spaces and adjacent properties; AND
- building height and density do not exceed 35 meters and 1 unit / 45m₂ respectively.



DIVISION 9 - SPECIFIC OUTCOMES AND PROBABLE SOLUTIONS FOR VALLEY PRECINCT

Specific Outcomes

- (1) Commercial activities fulfil a local neighbourhood shopping role, and do not compete or detract from the City's commercial area located in the Uptown and Waterfront precincts.
- (2) Tank Street is developed as a leafy boulevard with a high standard of built form in keeping with its "gateway to the city" location, with particular regard to:
 - * the inclusion of residential uses on upper floors (shop-top housing);
 - * streetscape elements such as shade trees and awnings
- (3) New development is of a high standard, is visually interesting, contributes to an attractive and leafy streetscape, reflects the predominantly residential precinct within which it is located, and seeks to minimise adverse impacts relating to noise, traffic and visual amenity.

Probable Solutions

- (a) Commercial uses are restricted to land in the commercial zone; AND
- (b) Commercial uses are of a style and intensity that provide a local neighbourhood function, rather than a city-wide or regional function.
- (c) land-consumptive commercial uses (such as showrooms, warehouses, car yards and service stations) are not located in the precinct.
- (a) No solution specified
- (a) The built form complies with Table 4.4 "built form standards"; AND
- (b) No building façade exceeds a horizontal dimension of 15 meters without punctuation by design elements such as: colonnade, veranda's, awnings, balconies, eaves, recesses, screens, awnings or shutters; AND
- (c) Plant and equipment is enclosed, shielded or acoustically treated so the generated noise levels comply with the relevant Australian Standards; AND
- (d) Driveways, parking areas and loading bays are located away from the bedrooms of adjacent dwellings, unless acoustically screened and landscaped; AND
- (e) Bin refuse and service areas are screened from the view of the street or other public areas; AND
- (f) Where adjoining uses are not compatible (ie commercial and residential), planting, fencing and other streetscape design treatments provide visual relief and physical separation.

TABLE 4.4 - BUILT FORM STANDARDS - VALLEY PRECINCT

Specific Outcomes

- Residential Density (dwelling unit per site area)
 - * For sites with area less than or equal to 1000m²
 - * For sites with area between 1001m² & 2000m²
 - * For sites with area greater than 2000m²

- Site Cover (% of site area)
 - * For premises in the Commercial zone
 - * For premises in the Multiple Residential zone

- Building Height (measured to the building's uppermost projection)
 - * For premises located in the Commercial Zone
 - * For premises located in the Multiple Residential zone

- Setbacks (from principal road frontage)
 - * For premises located in the Commercial Zone
 - * For premises located in the Multiple Residential zone

- Minimum Landscape Area
 - * For residential uses
 - * For mixed use or commercial uses

Probable Solutions

- 1 unit per 190m²
- 1 unit per 140m²
- 1 unit per 90m²

- 50%
- 30%

- 10 meters
- 12 meters

- zero
- 6.0 meters

- 30%
- 10%

part b

SUPPORTING THE STRATEGY



Doorways and building frontages set back impareing sightlines



Entrances at the end of alleyway's do not allow for clear sightlines.



Shutters and building frontages do not provide active street frontage.



Blank walls pprovide inactive street frontage, reduce oppertunities for casual surveillance.

security



Entrance to laneway to Entertainment Centre from Goondoon Street.

SECURITY

This report provides details of investigations on community safety for the Gladstone CBD, and recommends actions to address community safety issues. The report has been prepared for the Gladstone CBD Revitalisation project being undertaken by TTM Consulting for Gladstone City Council.

BACKGROUND

The Gladstone CBD Revitalisation project aims to revitalise the CBD and waterfront area through an integrated approach including traffic management, urban design and streetscape improvements, land use changes including increasing residential development, and community development initiatives.

A key objective of the project is to create a safe environment for public, business, recreation and entertainment that will encourage increased patronage from all sectors of the community. As such, the project team has been asked to consider the application of crime prevention through environmental design (CPTED) principles, as well as investigate and develop a project plan for the installation of security cameras within the CBD. The approach taken was to identify a range of integrated strategies, with the installation of security cameras as one option for consideration.

STUDY AREA

The study area for the Gladstone CBD Revitalisation project includes the CBD of Goondoon Street and the areas with frontages to Auckland Creek inlet and Gladstone Harbour, including open space areas, Gladstone Port Authority land and private land.

STUDY INVESTIGATIONS

This report has been prepared following:

- a review of existing community safety information, including previous studies and research on Gladstone CBD and of best practice relating to CPTED principles;
- A survey of Goondoon Street to identify community safety hazards;
- Analysis of the outcomes from the Gladstone CBD Revitalisation project community consultation process; and
- Discussions with key stakeholders including local Police and Gladstone City Council.

part b

SUPPORTING THE STRATEGY

EXISTING SITUATION

CBD LAND USES

The Gladstone CBD is the City's main commercial and administration centre. Land uses in the CBD include tourist accommodation, Council and Government services, financial and professional services, retail, restaurants, and entertainment and recreation uses, including late night entertainment venues.

The current land use mix in the Gladstone CBD is not conducive to encouraging a range of local people, including families, aged and young people, to the CBD, particularly at night. The CBD has a limited range of late night activities, such as pubs, nightclubs and restaurants, which are not conducive to family activities, or appropriate, safe recreational opportunities for young people.

The Gladstone Entertainment Centre is located in the CBD, which provides opportunities for attracting a large number and range of groups to the city centre. However, the location of the entertainment centre and associated car parking away from Goondoon Street (refer Figure 5.3.2.1) does not encourage people to the main street. Also, the lack of facilities such as night-time cafes and well lit open space prevents the CBD building on the activities of the entertainment centre by encouraging people to stay in the CBD after a performance.



SAFETY ISSUES - CBD SURVEY

A range of community safety issues were identified during a survey of Goondoon Street. These included:

- Dark alleyways from the main street, to car parking, the rear of buildings and surrounding streets;
- Dark areas along the main street due to poor lighting, broken lights or lights covered by trees;
- Frontages and doorways to shops that are set back from the street, providing potential hiding spaces (refer Figure 4.3.3.1);
- Entrance to the Entertainment Centre which is at the end of a narrow alleyway that doesn't provide clear sightlines along the length of the alleyway (refer Figure 4.3.3.2);
- Poor pedestrian links between the Entertainment Centre and car parking, which includes blind corners, and poorly lit areas;
- Inactive street frontages including blank walls, offices, shutters over windows and doors, etc (refer Figures 4.3.3.3 and 4.3.3.4);
- Impaired sightlines along the main street due to poorly maintained landscaping, and buildings which are set back from the street frontage (refer Figure 6); and
- The mix of land uses (ie shops, offices, tourist accommodation, etc) provides limited opportunities for casual surveillance, particularly at street frontage, which generally include offices.



security

CBD CONSULTATION

A number of community safety issues were identified during consultation for the Gladstone CBD Revitalisation Masterplan. Some of these included:

- Areas within the CBD were dark and unsafe, particularly laneways to car parking;
- A community perception that the CBD is dangerous, scary and unsafe and that assaults are occurring in the CBD;
- The CBD is dark and needs better lighting, to car parking areas and along the water front;
- Need for casual surveillance through increased activity, and increased visibility;
- Cameras would help to increase safety;
- Need to avoid places of concealment including shrubs and concealed doorways;
- Movement of "drunks" between the nightclubs is a safety concern for other people in the CBD.

Discussions with the Gladstone Blue & White Taxi Company also identified a number of specific issues in relation to taxi services in the CBD. Taxi ranks are currently located on Goondoon Street outside of the Westpac Bank (80 Goondoon Street) and opposite the Grand Hotel (corner of Goondoon Street and Yarroon Street).

COMMUNITY SAFETY AUDIT

A safety audit was previously undertaken for the Gladstone CBD to identify community safety hazards. The results of the safety audit for the whole safety audit area and the Gladstone CBD Master Plan study area are shown in Table. The numbers in the table refer to the number of times the issues was identified by the safety auditors during the survey.

* includes such things as need to paint safety rails, missing safety rails, need for repairs to power poles, no sharps disposal, etc

The results of the community safety audit indicate that:

- * Poorly maintained landscaping and poor lighting are the two priority safety issues for both the safety audit area and the Gladstone CBD Master Plan study area;
- * Dark alleyways and entrances to buildings are a key safety issue;
- * Insufficient taxi services, resulting in long waiting times, is a safety issue for the CBD; and
- * Chairs and tables blocking the footpath at cafes were identified as a safety issue for the CBD, which should be addressed in the master plan.

The safety audit also made recommendations to address the safety issues identified during the audit. The key recommendations identified included:

- * Install additional lighting or replacing broken lights;
- * Maintain landscaping including removing tree branches that block lighting or sightlines, and trimming shrubs and trees to increase visibility;
- * Provide see-through sides on bus shelters;
- * Provide additional taxi services; and
- * Improve signage.

The recommendation to install security cameras was identified in one instance in the safety audit survey. This was at the Marina Stage area as this area is considered to be isolated. The community safety audit survey did not identify a particular need for security cameras in the CBD area.

COMMUNITY SAFETY AUDIT RESULTS

| Safety Issue | Gladstone | | CBD Study area | |
|-------------------------------------|------------|-------------|----------------|-------------|
| | Number | % | Number | % |
| Poorly maintained landscaping | 67 | 28.27 | 19 | 40.43 |
| Poor lighting | 79 | 33.33 | 14 | 29.79 |
| dark alleys / entrances | 15 | 6.33 | 3 | 6.38 |
| Insufficient public phones | 4 | 1.69 | 1 | 2.13 |
| Insufficient taxi services | 2 | 0.84 | 2 | 4.26 |
| Graffiti | 5 | 2.11 | 2 | 4.26 |
| Poorly designed bus shelters | 3 | 1.27 | 1 | 2.13 |
| Poor footpaths (uneven,no footpath) | 12 | 5.06 | - | 0 |
| Traffic hazard | 5 | 2.11 | - | 0 |
| Toilet needs repairing | 7 | 2.95 | - | 0 |
| Poor signage | 5 | 2.11 | - | 0 |
| Other | 33 | 13.92 | - | 10.64 |
| Total | 237 | 100% | 47 | 100% |

CPTED STRATEGIES

Making the Gladstone CBD a safer and more attractive place for everyone will increase the vitality and economic viability of the CBD. Conversely, increasing the vitality of the CBD through traffic management, streetscape and land use changes will also help to increase both perceived and actual safety.

This section outlines a range of strategies to improve safety in the CBD. These strategies would be addressed through a range of mechanisms including the CBD Revitalisation Master Plan, the Gladstone Planning Scheme, and in other Council strategies, policies and programs.

LIGHTING

Lighting is an important factor in making places safer and reducing crime. Appropriate levels of lighting will help to discourage potential offenders, as it limits opportunities for crime to occur unobserved.

Consultation and investigations for the CBD master plan identified a number of safety issues that were a result of inadequate lighting. Strategies relating to lighting that will help to make the CBD safer include:

- Ensure that lighting along the CBD's streets, particularly Goondoon Street, is not blocked by vegetation;
- Provide adequate and appropriate lighting along key night-time pedestrian links, including between Goondoon Street and adjacent car parking areas. These key night time links should be clearly marked to encourage people to use these links and discourage the use of alternative links which may be less safe; and
- Ensure that shop frontages along Goondoon Street allow for light to spill onto the footpath area, particularly where shop fronts are set back from the main street frontage.

LANDSCAPING

Appropriate landscaping contributes to community safety by:

- * promoting opportunities for casual surveillance;
- * allowing good sightlines through an area;
- * clearly separating public and private areas; and
- * ensuring that potential entrapment spaces are not created.

Maintenance of landscaping of both the public environment and on private properties was identified as a key factor during the safety audit and survey of Goondoon Street.

Strategies for landscaping relevant to the master plan include:

- * Landscaping should be located and maintained along the streets to ensure that lighting is effective and not blocked by trees or other landscaping; and
- * Landscaping along footpaths and pedestrian areas, including in both public and private spaces, should be kept to a low level to maintain sightlines along the street. This also includes vacant properties at the northern end of Goondoon Street where vegetation on these properties has become overgrown along the footpath (refer Figure 5.3.3.5).

NATURAL SURVEILLANCE AND SIGHTLINES

Increasing visibility and natural surveillance of public spaces, car parking areas and building frontages can help to increase the perceived and actual safety of the CBD. Natural surveillance can be increased by:

- * Encouraging a mix of land uses that create activity and encourage people to be in the CBD during the daytime and at night-time. This includes cafes and restaurants, shops which open during the day and after hours, and mixed used residential developments which provide 24 hour use;
- * Avoiding blind corners along the street front, including those created by the setback of shop frontages and building entrances (as in Figure 5.3.3.1);
- * Ensuring that pedestrian links avoid the creation of potential hiding spots resulting from design elements such as landscaping, poor lighting, barriers across walkways, and sharp corners. This includes pedestrian links between activity areas and car parking, between activity areas, and between the CBD and nearby housing;
- * Where possible, providing active frontages along key pedestrian routes, particularly those identified as night-time pedestrian routes;
- * Minimise the number of "dead spots" along Goondoon Street, created by vacant properties, areas of long, blank walls, and shuttered shop frontages, by:
 - * attracting active uses at street level, including after hours uses, and encouraging offices currently located at street level to locate above street level, where possible;
 - * encouraging the temporary use of vacant properties (including those at the northern end of the street) for such things as public parks, etc; and
 - * encouraging more active uses within the forecourt area of the Country Plaza Hotel, including cafes and restaurants, shops and weekly markets;

SIGNS

Signs are important to help identify places or facilities (ie car parking, bus stops, taxi ranks, businesses, streets, etc), indicate warnings, and mark safe pedestrian routes. Signs in the CBD should be:

- Coordinated, clear and easy to read;
- Strategically located to identify areas of activity, pedestrian links, and the location of key facilities (including car parking, taxi ranks, etc);
- Appropriately sized to ensure that they do not provide potential hiding places and obscure sightlines; and
- Designed to minimise vandalism.

BUILDING DESIGN

Building design can increase community safety by reducing potential hiding areas and places of entrapment, and increasing natural surveillance. Building design should be addressed in the master plan or through provisions in the Gladstone Planning Scheme. Factors to consider in the design of buildings include:

- Ensuring that building entrances are clearly defined and well lit, and do not create potential hiding places;
- Providing opportunities for overlooking and natural surveillance of Goondoon Street and other public spaces, through the provision of shops, cafes and restaurants at street level, and avoiding blank walls along the street front;
- Ensuring that building designs provide clear sightlines from inside and outside of the building, and along the street frontage and pedestrian links;
- Discouraging the use of solid security shutters on shop windows along Goondoon Street (as shown in Figure 5.3.3.3). Alternatives to solid security shutters (if required) could include treatments to windows to toughen glass, or open mesh security grills.
- Avoid the use of blank walls along the Goondoon Street frontage, which create 'dead spots' along the street and reduce natural surveillance;
- Ensuring buildings are built to the Goondoon Street frontage to avoid potential hiding places, and entrapment spots (as in Figure 5.3.3.1); and
- Where possible, providing direct pedestrian access to the front of buildings from the street.

LAND USE MIX

The type and mix of land uses in the CBD can help create safe environments by providing a place that a range of people, including families, aged and young people want to visit during the day and at night. This promotes opportunities for casual surveillance and increases community ownership of public spaces.

Land uses in the Gladstone CBD should provide a mix of commercial uses that encourage both day time and night-time activities. Land uses at street level should include active uses such as restaurants and cafes incorporating outdoor eating areas, and shops that open during the day-time and after hours, to encourage natural surveillance. Non-active frontages such as offices and residential uses should be encouraged to locate on upper levels.

Increasing the numbers of residents in the CBD, including the development of mixed use developments, will also increase the activity, number of people, and demand for services and facilities in the Gladstone CBD. This will help to increase community safety by providing opportunities for casual surveillance, create a sense of activity and vibrancy in the CBD, and increase the economic vitality of local businesses.

TAXI RANKS

The Blue & White taxi company have suggested that one taxi rank should be provided in Goondoon Street which will mean that people and taxis can go to the one place, helping to move people more quickly from the CBD. A possible location for the taxi rank was identified as being adjacent to the Library or the Gladstone Observer Newspaper (near the corner of Goondoon and Yarroon Streets), as this is in walking distance of each of the nightclubs in the CBD. The Blue & White Taxi Company also suggested the need to provide facilities at the taxi rank to enable people waiting for taxis to line up, which will also help to pick up people more efficiently.

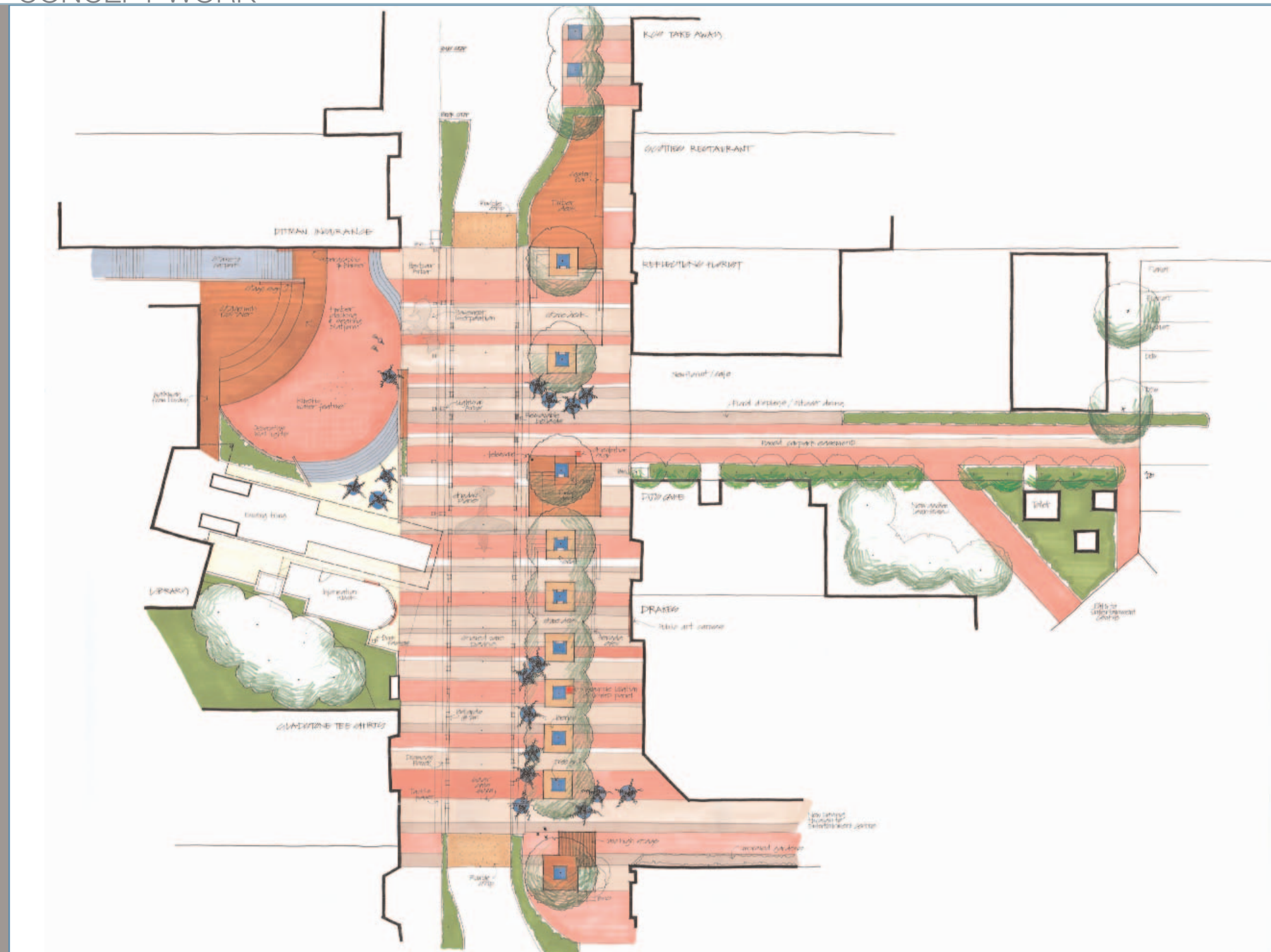
SECURITY CAMERAS

Security cameras were identified during consultation with community members and key stakeholders for the Gladstone CBD project as a way of increasing the sense of safety in the CBD. Creating spaces that are active and vibrant and provide opportunities for casual surveillance is a key to providing a safer CBD. However, in some especially dangerous or isolated areas of the CBD, there may be a need for formal surveillance measures such as security cameras¹. This may include in car parking areas behind the main street or along key pedestrian links between the main street and car parking areas.

It is important that security cameras are not relied on as the answer to the community's safety concerns. Cameras should be used in association with other community safety measures such as the provision of improved lighting and clear sightlines.

part c

THE CITY STRATEGY - CONCEPT WORK



development plan

part c

THE CITY STRATEGY - CONCEPT WORK



The Harbour is Gladstone's centre point. Everyone in the city seems to have a boat, and fishing is very popular. The large tankers and ships provide a constant stream of activity.

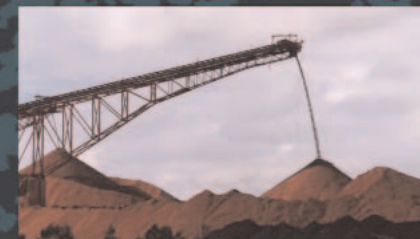


Gladstone CBD and Waterfront Redevelopment

Industrial Waterfront Character



Gladstone's industrial waterfront provides a wealth of interesting forms and elements. The working harbour is one of the unique characteristics of Gladstone.



Gladstone CBD and Waterfront Redevelopment

Industrial Waterfront Character

industry

part c

THE CITY STRATEGY - CONCEPT WORK



The city's built form cluster up the hill

Waterfront



The destination at the end of Goondoon Street is visually dissapointing



The city waterfront is currently under utilized



The tidal flow of the inlet affects the amenity of the waterfront



Gladstone CBD and Waterfront Redevelopment

The hotel frontage could be opened up to activate the footpath



Goondoon Street Character



The street can be made more pedestrian friendly



The walk up the hill from the waterfront must be made enticing



Gladstone City's waterfront panorama to be promoted and protected

Gladstone CBD and Waterfront Redevelopment

waterfront and streetscape

part c

THE CITY STRATEGY - CONCEPT WORK



The footpath near the library lacks shade and connection to the streetscape.



Blank walls surround the library



Potential to strengthen walkway link to carpark and theatre.



Potential to further activate easement.

The library square will become Gladstone's prime city gathering and entertainment space.



The front corner of the library, if flattened out and shaded would make an ideal gathering space for events and performances.

Library Square

Gladstone CBD and Waterfront Redevelopment



Lack of shade and footpath amenity



Council's front courtyard lacks shade and is underutilized



The one-way system has not improved the CBD

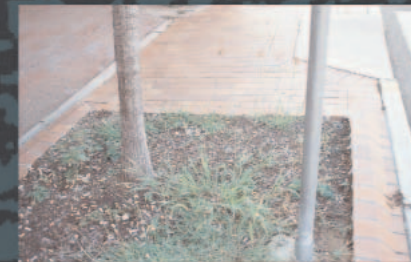


The city's entertainment centre is hidden and needs better linkage



The entries into the city lack identity

Goondoon Street is a very long main street which requires a consistent two-way traffic system supported by a streetscape environment which entices people to walk and linger



The footpath is rundown and needs better maintenance



Many shops lack disabled access and do not provide active shop fronts

Footpath Issues

Gladstone CBD and Waterfront Redevelopment

it will happen here?

part c

THE CITY STRATEGY - CONCEPT WORK



Telescopes.



Shade structures and pergolas to public spaces.



Anodized Banners.

The streetscape in Gladstone will be designed to create a unique snapshot of its working harbour and waterfront location. Nautical and marine elements will be incorporated in themed areas and furnishings.



Nautical seating.



A landmark recreation space is required where Goodoon Street meets the waterfront.

Intended Character

Gladstone CBD and Waterfront Redevelopment

Paving mosaics



Interactive water features

Wide promenade spaces



Gladstone's CBD will be transformed into a high quality destination featuring the arts and crafts of the region.



Shared zones



Event spaces



Sculptural play



Artful seating

Streetscape Character

Gladstone CBD and Waterfront Redevelopment

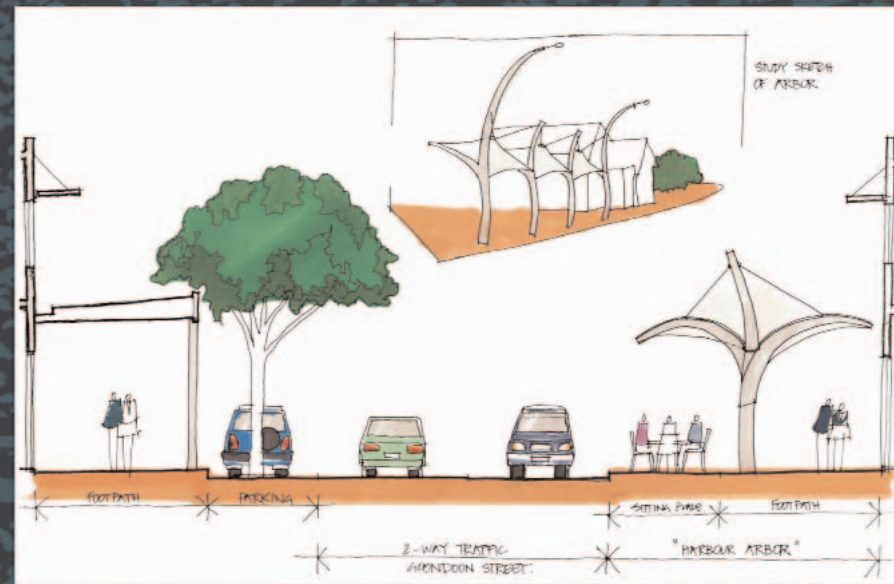
intended character

part c

THE CITY STRATEGY - CONCEPT WORK



Southbank Arbour



The Harbour Arbour will form a landmark and spine through the CBD. It will provide Goodoon Street with shade from sun and rain, and allow colour and greenery through vines and creepers. The Harbour Arbor form takes its inspiration from the sails of the harbour and from the industrial waterfront.



Gladstone CBD and Waterfront Redevelopment

Landscape Character



Endemic shade trees



Subtropical foliage colour



Seasonal flower effects



Encourage use of rare species



Native Ferns and palms

Gladstone CBD and Waterfront Redevelopment

Planting Character

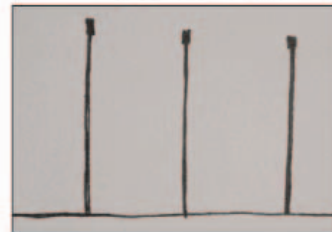
arbours and planting

part c

THE CITY STRATEGY - CONCEPT WORK



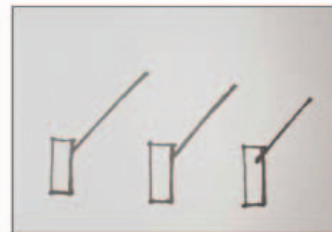
Symbols and Reference



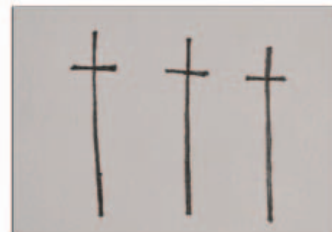
Power Station



Conveyors



Cranes and winches



Ship masts



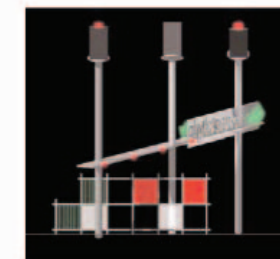
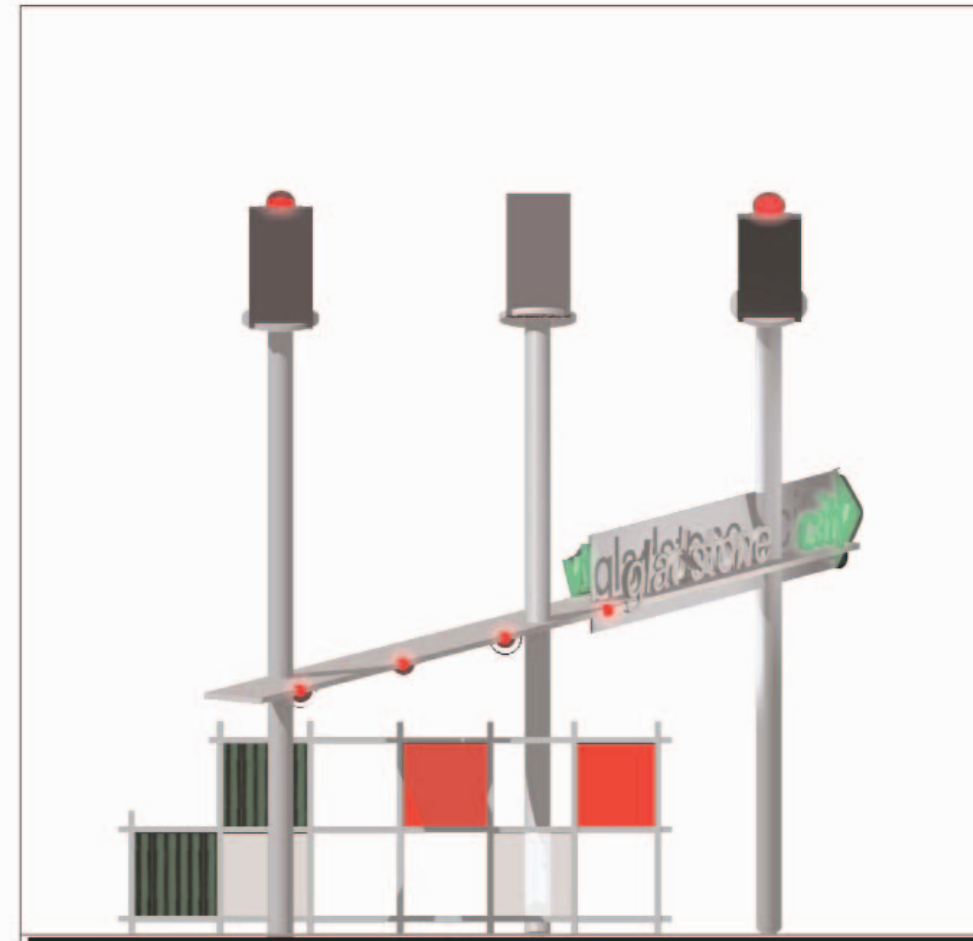
Wharf support structures



Gladstone City
Signage and Wayfinding



Front Elevation



View at night

Gladstone City
Signage and Wayfinding

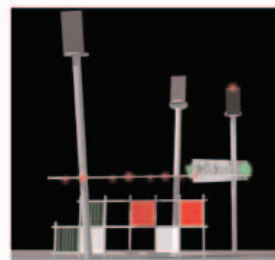
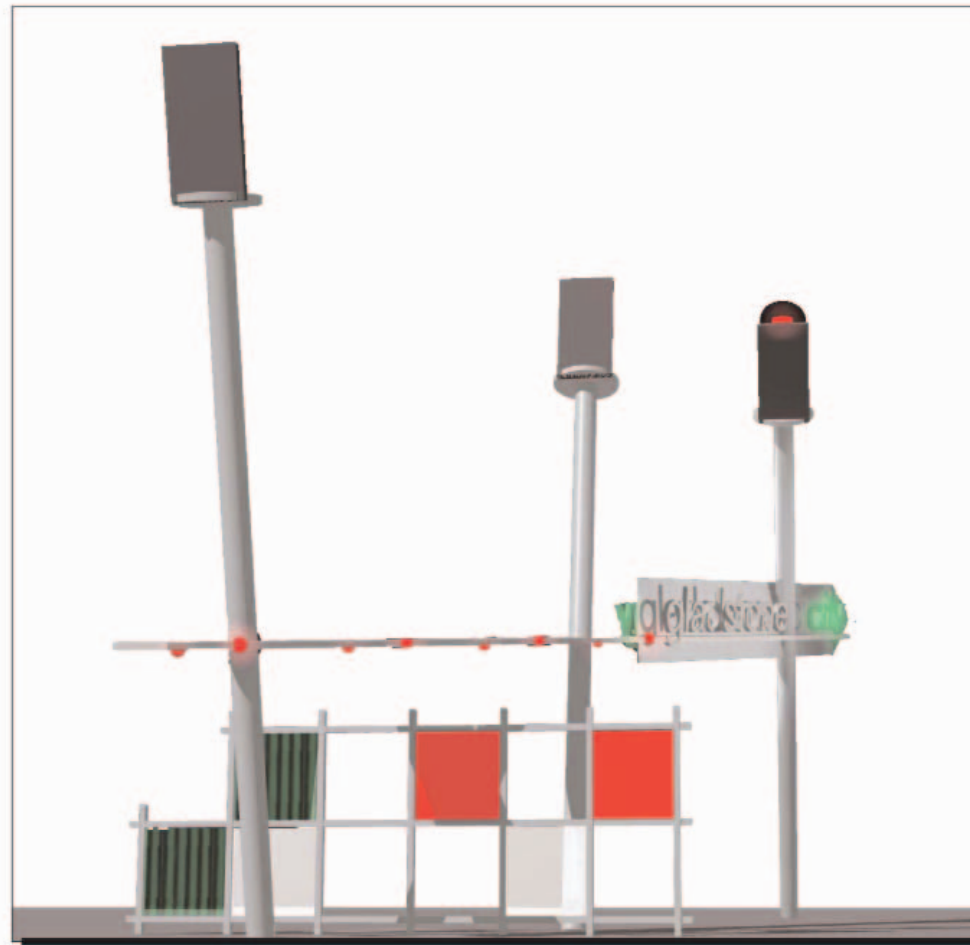
it's this way!

part c

THE CITY STRATEGY - CONCEPT WORK



Approach view

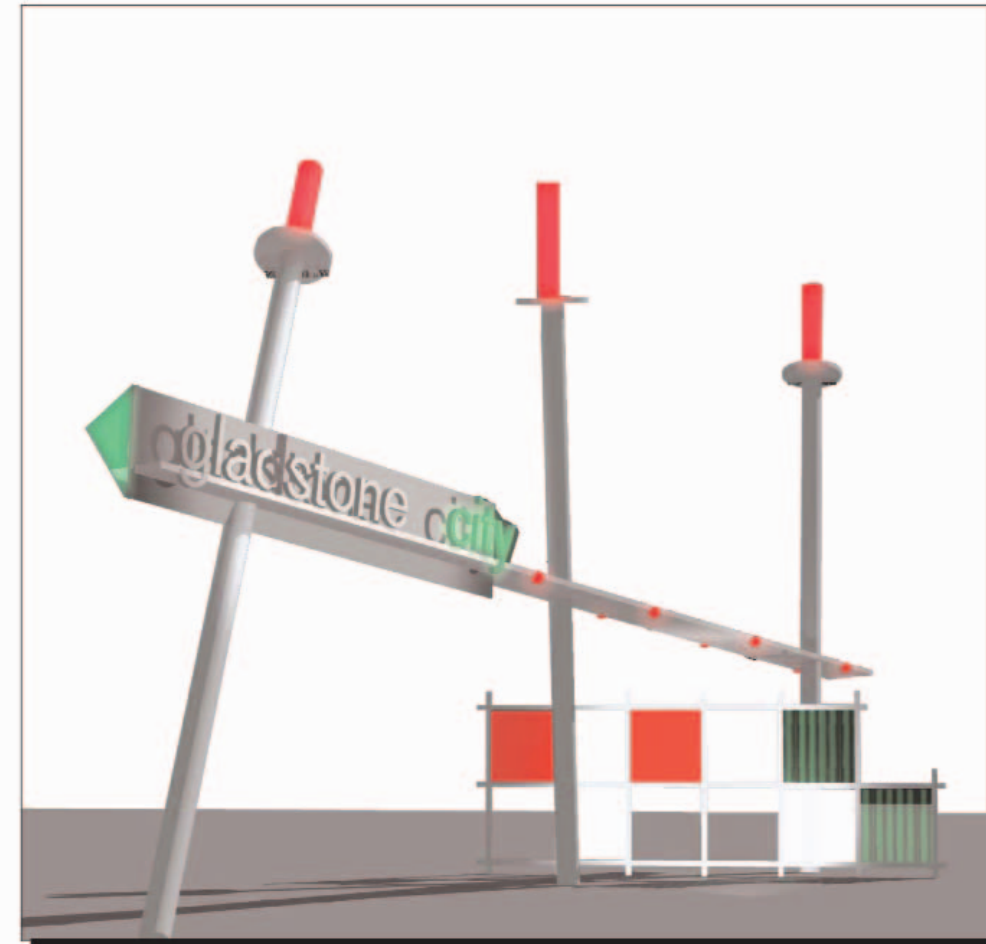


View at night

Gladstone City
Signage and Wayfinding



Wayfinding



View at night

Gladstone City
Signage and Wayfinding

signage and wayfinding

part c

THE CITY STRATEGY - CONCEPT WORK



Location mMarkers



Directional icons to the city



Directional icons to the city



City markers



Secondary directional signage to the city



Secondary directional signage to the city



Secondary directional signage to the city

Gladstone City
Signage and Wayfinding



Secondary Signage to City



View at night

Gladstone City
Signage and Wayfinding

signage and wayfinding

part c

THE CITY STRATEGY - CONCEPT WORK



Gladstone - Benarby / Philip Street Roundabout

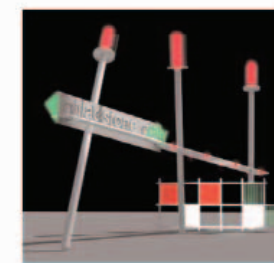


View at night

Gladstone City
Signage and Wayfinding



Gladstone - Benarby / Philip Street Roundabout



View at night

Gladstone City
Signage and Wayfinding

signage and wayfinding

part c

THE CITY STRATEGY - CONCEPT WORK



interpretation



Artistic Intepretation



Light sculptures for children



Seating incorporating art



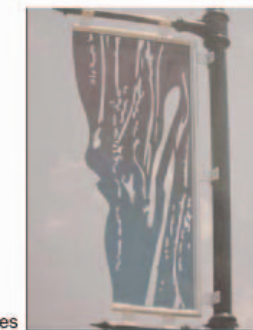
Water fountains



Laser cut / flame cut shapes



Whimsical interpretation



Metal sculptures and forms

Laser cut / flame cut shapes



Metal sculptures and forms



Polished aluminium forms

Gladstone City
Artistic Interpretation

part c

THE CITY STRATEGY - CONCEPT WORK



Historical reference images for potential stories



Goondoo Street



Fires of Gladstone



Friends Store



Cyclone (dancing dunnies)



Churches and Pubs

Gladstone City
Historical Reference



Historical reference images for potential stories



William Gladstone



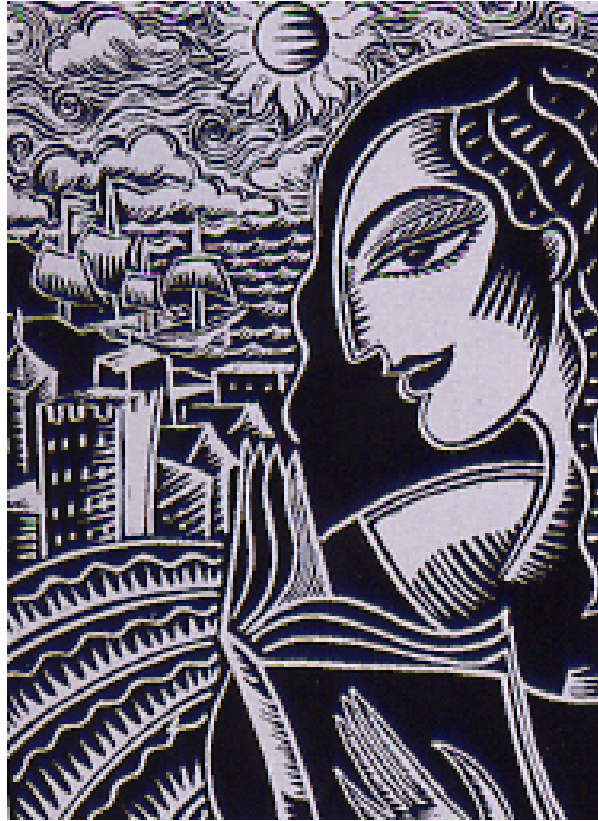
Sea Planes



Meteorite

Gladstone City
Historical Reference

history



01 Interpretive Panel
Graphic Style



02 Interpretive Panel
Graphic Style



03 Interpretive Panel
Graphic Style



04 Interpretive Panel
Graphic Style

Notes

Lino cut style illustration reminiscent of the Russian Constructivist movement.
There is a strong connection to industry and the simplified shapes and forms have a striking appearance.
The style lends it's self well to story telling.



02 Interpretive Panel
Background Images

01 Interpretive Panel
Proposed Composition

03 Interpretive Panel
Story Images

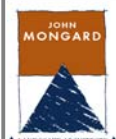
Notes

It is proposed that the interpretive panels meld illustrations of varying scales. The background illustration at a smaller scale would depict the overall story while the larger for ground image would detail the main story element or character. It is envisaged that the illustrations be quirky, lively and humours.

Art work to be produced by children from local schools. Two of the stories would be based on tales that relate to Jo Schneider. One relating to his house on the site of the Entertainment Centre, the second relating to the tale of the shop awning falling on a priest.

To initiate the process a small workshop should be held where Jo could tell his stories directly to the selected children. A writer would be present to take notes and pen a whimsical tale from his anecdotes.

Gladstone CBD • Library Square • Interpretation Panel Composition





01 Story Image
Jo Schniders House

02 Story Image
Inside Jo's Store

03 Story Image
Hills of Gladstone

Notes

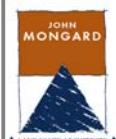
Tall story

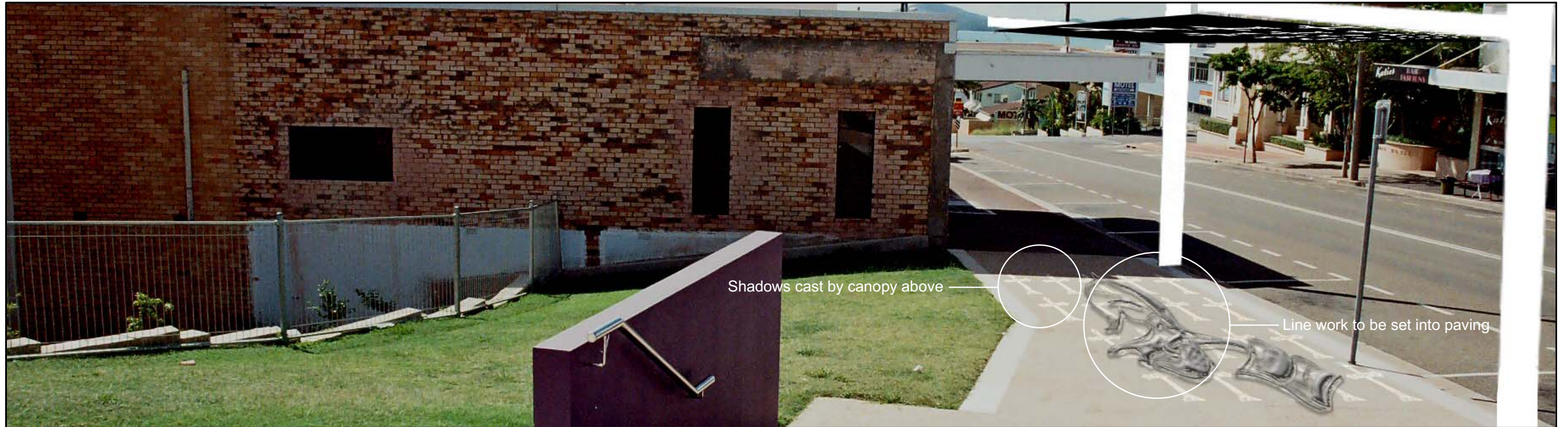
Jo Schnider had always wanted to live in a house with ocean views (on a hill) but all the hills around Gladstone were too far from his shop it would take him days to get too work. Jo liked his old house and neighbors so much and didn't really want to move. Working in a shop Jo knew that for the right price you could buy most things, but he had never seen a hill for sale - not even he had sold a hill (Jo had sold most things in his shop). He wasn't sure if he could afford a hill anyway. If he couldn't buy a hill he would have to make his own. Jo sold shovels in his shop and there was one particular shovel that was always left on the shelf. His was his last shovel. People would come in to buy the shovel and Jo would always refuse. That's my last shovel "I can't sell you that I won't have any left if I sell you that" That night Jo took the last shovel off the shelf – it was immaculate with a shiny blade and wooden handle, and carefully wrapped it in brown paper before setting off home. It had been a long hard day in the shop and Jo soon fell asleep on the deck on arriving home with the shovel beside him. The next morning when Jo awoke he couldn't believe his eyes. He could see Auckland inlet from his house. The shovel had worked all night building a hill for Jo. Rumor has it that Jo never sold that shovel or the last of any thing he had in his shop now we know why.

If you look around Gladstone today you will see lots of people building small hills but no one else has ever managed to balance a house on the top like Jo did.

Fact

Joseph Schneider's house was on the site of the current entertainment centre. As the site was cleared to make way for the new building Jo's house was the last house to be cleared – it remained in precariously positioned on the top of a mound.





01 Interpretation
Proposed location

Notes

Tall story

There is a rumor has it that the awning from Jo Schneider's shop collapsed one day and squashed a priest. No one can confirm if the priest survived the incident. There is a plaque and line work figure inserted in the paving where the alleged incident occurred.

Fact

Joseph Schneider's shop was on the site of the new library (the telstra tower can just be seen in the background)

Effect

Shadows of crosses would be cast from the canopy as the sun passes overhead.



02 Interpretation
Schneiders Shopfront (with no canopy)



03 Interpretation
Facial Expression



04 Interpretation
Style of character
Line work to be set into paving



05 Interpretation
Cast shadows



01 Shadow Plane
'The Mad Patricks'

Notes

Tall story

in 1966, I brought my family to live in Gladstone, joined Legacy, where Noel Patrick was also a Legatee, and we became fairly close. Nole had been a fighter pilot in the RAAF during the 1939-45 War, and eventually graduated to 'Kittyhawks' an American fighter plane which bore the brunt of the Jap. air onslaught in New Guinea in 1942.

Noel loved his 'Kittyhawk'. He was directed to fly his plane to Townsville, and thence to Horn Island. He couldn't resist a slight diversion off course to Gladstone, where he thoughtfully 'beat up' the town. Coming across the mud flats near where Anderson Motors now stand at 'dot feet' (very low) he noticed his old school teacher riding a bike along the gravel track that traversed the mud flat. He passed over her, she looked back in time to see her fall off. "I nearly brought it lofty" he said, "I just made it over Auckland Hill"

Sadly for Noel, someone reported him for low flying.

He told me about flying 'Wirraways', 'Spitfires' and Typhoons in England but said his greatest charge was 'beating up Gladstone in an 'Anson' (twin engined training plane) about 1942. **He roared up the main street at 'dot feet' then beat up the outskirts of town.** He said, I laughed like hell - they were having some sort of a picnic at Barney Point, and everyone fell flat".

He was grounded for three weeks after that episode !

Shade structure to cast shadow of plane across street. Structure to be suspended by cables tied back to suitable building structures around Square.

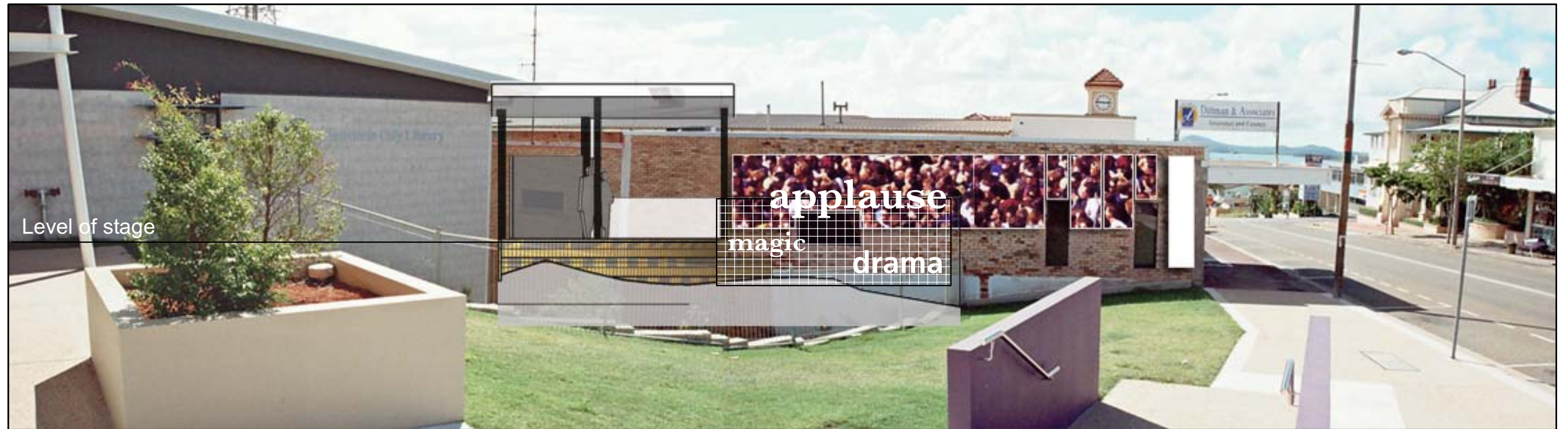


02 Interpretation
Kitty Hawk

"He roared up the main street at 'dot feet' then beat up the outskirts of town."

03 Interpretation
Quote

Quote from 'Tall Story' to be sand blasted or applied to seat structure.



01 Stage Signage
General View

Notes

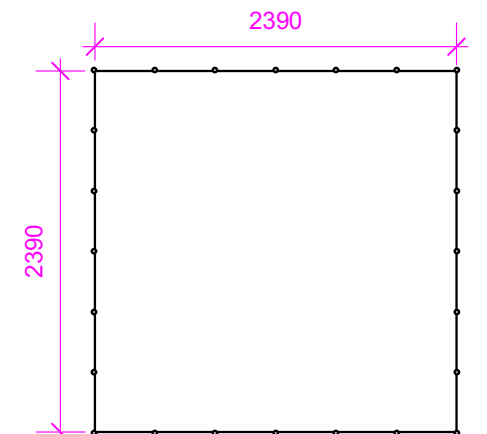
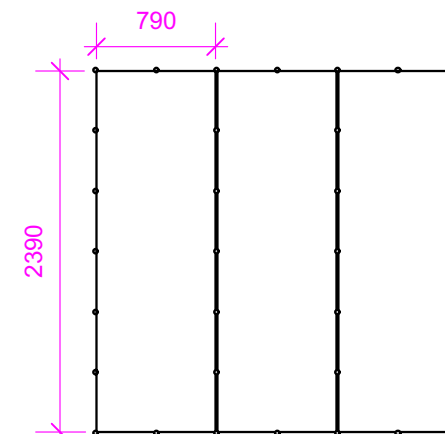
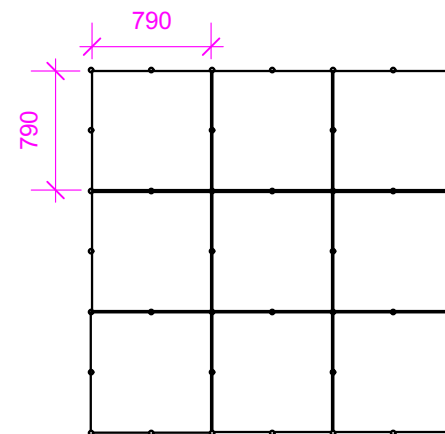
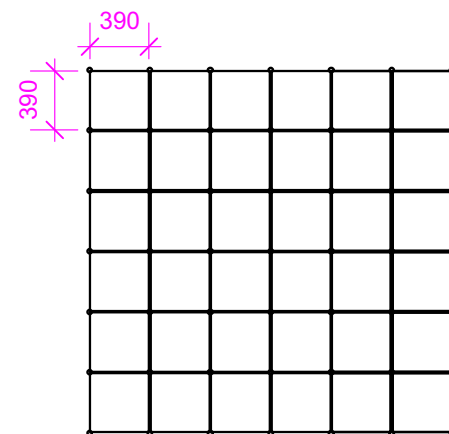
The signage/screen to the side of the stage carries text and words that relate to performance. This would be illuminated in a theatrical manner at night to add an element of interest to the space. The screen acts as a barrier to the car park ramp and helps direct pedestrian flow within the space.



01 Public Art Canvas
General View

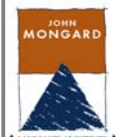
Notes

The Public Art Canvas has a series of fittings secured to the wall which allow for a variety of 'canvas' sizes to be accommodated. The fittings would require a special security key to prevent the artworks from being removed.



02 Public Art Canvas
Panel Configurations

Gladstone CBD • Library Square • Public Art Canvas Proposed Panel Options



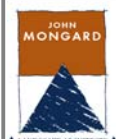


01 Street Furniture
Elevation



02 Street Furniture
Plan

Gladstone CBD • Library Square • Street Furniture | Seating Module



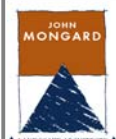
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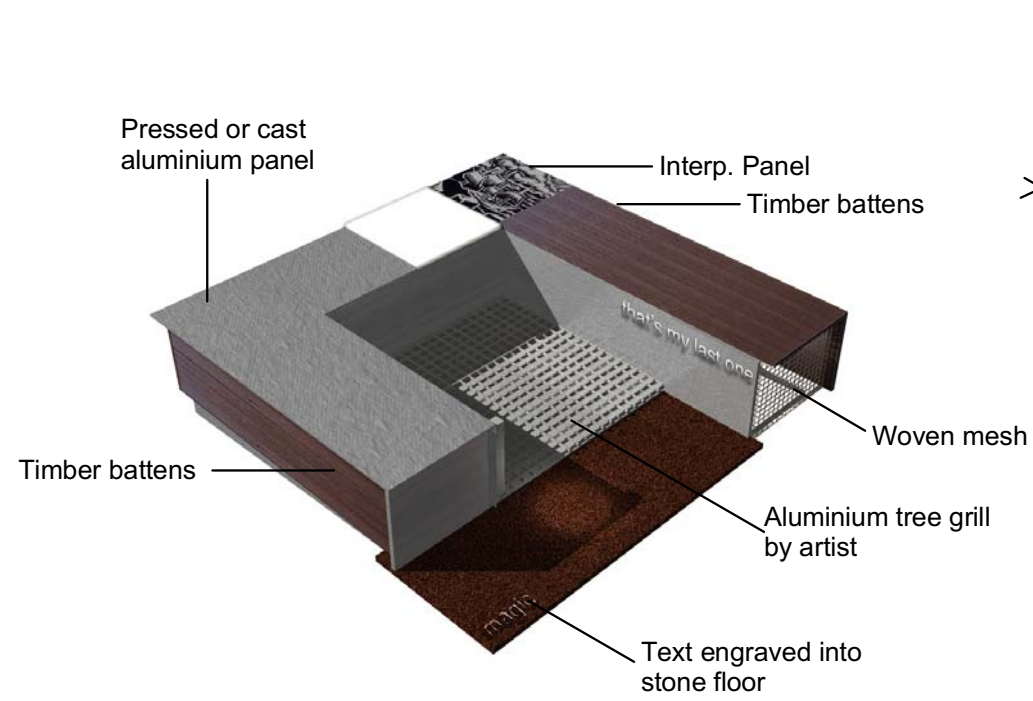
the design bank 89 grey street south brisbane qld. 4101 australia
 p: + 61 7 3255 0305 m: + 61 7 43888 5793 e: moose@va-moosecreative.com www.va-moosecreative.com

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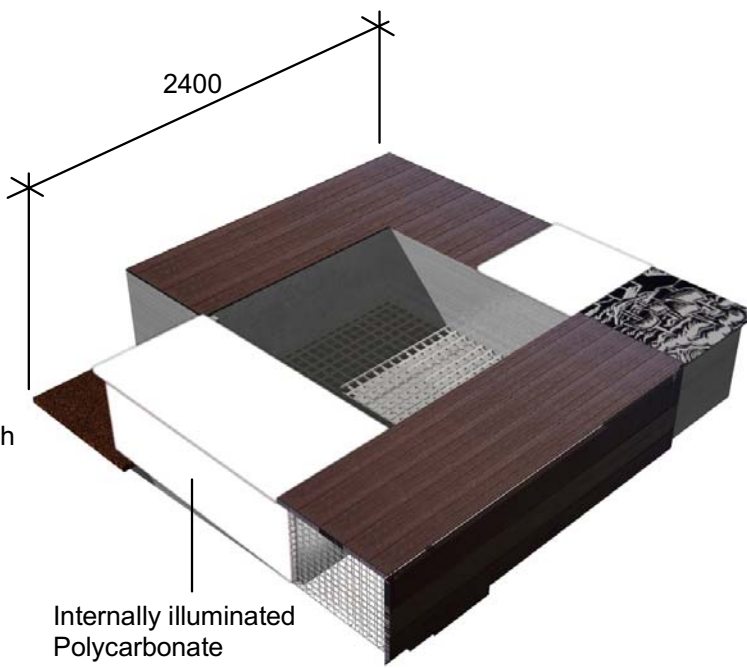


01 Streetscape
Seating Modules

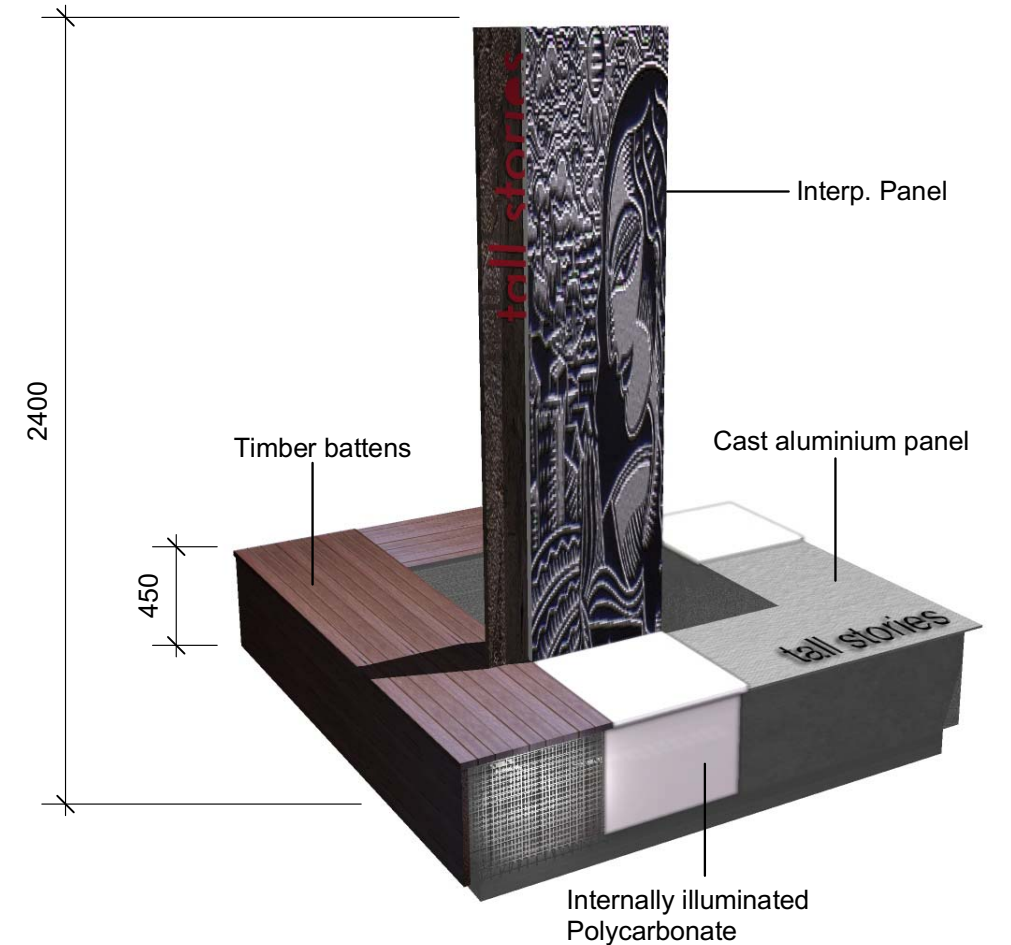




01 Seating Module
- with open access



02 Seating Module
- with Illumination



03 Seating Module
- with interpretative panel