

CBD Strategic Plan

moving forward in partnership



This Strategic Plan is a joint production of the Muswellbrook Chamber of Commerce and Industry and Muswellbrook Shire Council.



The Plan was adopted by Council on 9 June 2009 and by the Chamber of Commerce and Industry in May 2009.



INDEX

MESSAGE FROM THE MAYOR.....	2
MESSAGE FROM THE PRESIDENT OF THE CHAMBER	3
CONTEXT	4
PURPOSE AND CONTENT	6
1 A THRIVING CBD: Developing Our Businesses.....	8
1.1 New and existing business development	8
1.2 Eateries and public gathering spaces	8
1.3 Events and promotion	8
1.4 Local employment.....	8
2 A VIBRANT CBD: Planning Our Shopping District	12
2.1 Master plan	12
2.2 Parking	12
2.3 Council owned infrastructure.....	12
2.4 Signing	12
2.6 Trucks, bikes, caravans and mobile homes	12
3 A CAPTIVATING CBD: Creating Our Streetscape	16
3.1 The shopfronts	16
3.2 Colour guide	16
3.3 Council owned infrastructure.....	16
3.4 Trees and plant selection.....	16
3.5 Planter boxes and bollards.....	16
3.6 Footpaths.....	16
3.7 Street furniture, shade structures and garbage bins	16
3.8 Lighting	16
3.9 CBD entries.....	16
4 A SUSTAINABLE CDB: Managing Our On-Going Commitment.....	23
4.1 On-going consultation and review.....	23
4.2 Removal of Graffiti.....	23
4.3 Cleaning stormwater gutters and pavement	23
4.4 Maintenance of flower containers.....	23
4.5 Maintenance of planter boxes, bollards and plants.....	23
5 A SECURE CBD: Safe-Guarding Our People and Assets	27
5.1 Pedestrian safety	27
5.2 Vandalism and malicious damage	27
5.3 Noise.....	27



MESSAGE FROM THE MAYOR



Cr Martin Rush

I had the great privilege of reading through each and every submission made to the Chamber of Commerce and Industry in relation to the main street following the 2008 Council election. I have lived in Muswellbrook for a little more than seven years. Most of the people making submissions had been in the town a great deal longer – some of them, their whole life.

The present Council owes a great deal to those who have gone before it in facilitating discussion, designing and developing projects and plans for the main street and CBD. The present Council and the community is the beneficiary of that work – it has saved us a lot of time and expense.

The fact that this Plan puts in place such a breadth of vision whilst at the same time setting out the manner in which that vision will be delivered over the next year is a credit to the infrastructure staff at Muswellbrook Shire Council.

Lastly, but in no measure least, it is appropriate for me to acknowledge, on behalf of the community, the energy of the Chamber of Commerce and Industry Executive. Their preparedness to enter enthusiastically into partnership with Council and engage the members of the Chamber (and wider community) moved the project forward in a significantly shorter space of time. I am indebted to them.

Cr Martin Rush
5th Mayor of Muswellbrook

23 March 2009



MESSAGE FROM THE PRESIDENT OF THE CHAMBER

The CBD is the face of Muswellbrook which historically is also the heart of commercial activity and social interaction for our community. It presents an image of our community to residents and visitors alike. For this reason, the CBD is a highly valued asset for our town and is rightly the subject of this Strategic Plan.

The Muswellbrook Chamber of Commerce & Industry welcomes the opportunity to work in collaboration with the Muswellbrook Shire Council, CBD landlords & tenants, business operators and the wider community for the improvement and revitalisation of our CBD.

Our recent survey of businesses has revealed a need to increase occupancy rates and improve the visual and commercial attractiveness of our towns centre. There is great enthusiasm for this project and I am confident of broad participation by property owners and business interests.

This enthusiasm is matched by that of our Councillors and Council staff who are keen to engage the community, commit funds to infrastructure and work with stake holders for the common good. The recent improvements to a number of public and private properties in the town demonstrate there is commitment to improvement and show the way for others. It also shows confidence in the future and the value of investing in Muswellbrook.

If Muswellbrook CBD businesses are to be sustainable in an increasingly competitive market, there is need for immediate action as well as commitment to medium and long term goals which increase business activity and social interaction in the town centre. This Strategic Plan seeks to identify gaps in the retail mix, optimise the visual amenity of our wonderful heritage buildings, upgrade public infrastructure and encourage entrepreneurship.

I commend the plan to all stakeholders and encourage them to give feedback to the Council and to consider their own opportunities for improvement which will address the objectives of this plan and benefit Muswellbrook.

Mike Kelly
President
Muswellbrook Chamber of Commerce and Industry

23 March 2008



CONTEXT

There are fundamental problems challenging the main street businesses and a sustained, multi-party, multi-faceted approach is necessary. Council and the Chamber of Commerce have agreed to lead the process; however, critical to success will be successful engagement of business and property owners, service authorities, ARTC, CMA and RTA.

These fundamental challenges relate to: traffic impacts; the planning, layout, design and structure of the centre; competition and economic processes; and the types, and the quality and presentation of properties and businesses.

In the early to mid 1990s, major infrastructure upgrades were undertaken at a cost of approximately \$6M. The majority of these assets are still in very good condition and have considerable useful economic life left. Works completed at that time included the roundabout, signals, widening footpaths to 5.5m, drainage, medians, pavements, line-marking and tree planting on a line to clear the existing awnings. Council has continued to invest in pavement, street furniture and improved maintenance. Council's key buildings are all well presented, occupied and maintained to a high standard. The majority of the public asset is therefore in very good condition and considerable economic life remains. However, there are a few footpath sections that require replacement and council has budgeted \$500,000 over the next two years to address those. Wholesale replacement of already good assets is not recommended as a core strategy to address the fundamental challenges. Notably, some of the poorest examples of vacant buildings are actually fronting some of the best quality footpath paving assets. Replacing perfectly good infrastructure with new paving will not change the fundamentals. However, Masterplanning is crucial to ensure incremental efforts by the various parties ultimately integrate into a cohesive theme.

Many of the challenges were identified in previous studies and consultation processes. These studies involved extensive community, business and government consultation. The 'Gazzard Sheldon' (Heritage Architects and Urban Designers) 'Muswellbrook Heritage Streetscape Study' was completed in March 1995. In 2004 Council engaged consultants Anton James Design to do further consultation and urban design, which included works that can be done before the State Highway 9 Bypass is constructed and works that could be done after the Highway Bypass. A CBD Upgrade Committee was formed and extensive consultation and design work followed. The CBD Upgrade Committee was subsequently renamed the Muswellbrook Place Management Committee. After exhibition, Council at its meeting of 19 June 2006 adopted a revised (based on submissions) Masterplan for the pre-bypass options. It presents a fresh, modern look with striated concrete pavement, outdoor public spaces and public art opportunities. It included a different street tree theme. This body of work is a valuable resource and Council intends that this work will inform future works. However, it is conceptual and detailed investigation, consultation and design of precincts and generic elements is necessary before the works progress.



Council completed the Muswellbrook Traffic Study in early 2008, which covers the whole town, but did not model detailed potential changes to the CBD. The RTA has the updated Hyder study (May 2008) that was commissioned for the Bypass EIS. There is therefore excellent 'big picture' and current traffic modelling, so the detailed modelling of options for various combinations of potential changes in the CBD should not be expensive.

Council operates a committee structure to engage with the community and to give matters due consideration for reports and recommendations to be prepared and forwarded to council for allocation of resources and for matters affecting Policy. Council operates two committees that will have strong interest in the project:

1. Commerce, Industry and Tourism Committee; and
2. Muswellbrook Public Space Committee.

This strategic plan must ultimately be operated within that framework.



PURPOSE AND CONTENT

This Strategic Plan is a living document and will be reviewed annually. The Plan is not intended to create a legal relationship between the parties to its development or any other person. Rather, the Plan serves to coordinate the collective vision of the key stakeholders in the CBD – the Chamber of Commerce and Industry (on behalf of the business community) and the Shire Council (on behalf of the wider community).

Each part of the Plan sets out agreed objectives, strategies and performance targets so that appropriate planning can be undertaken and progress routinely monitored.

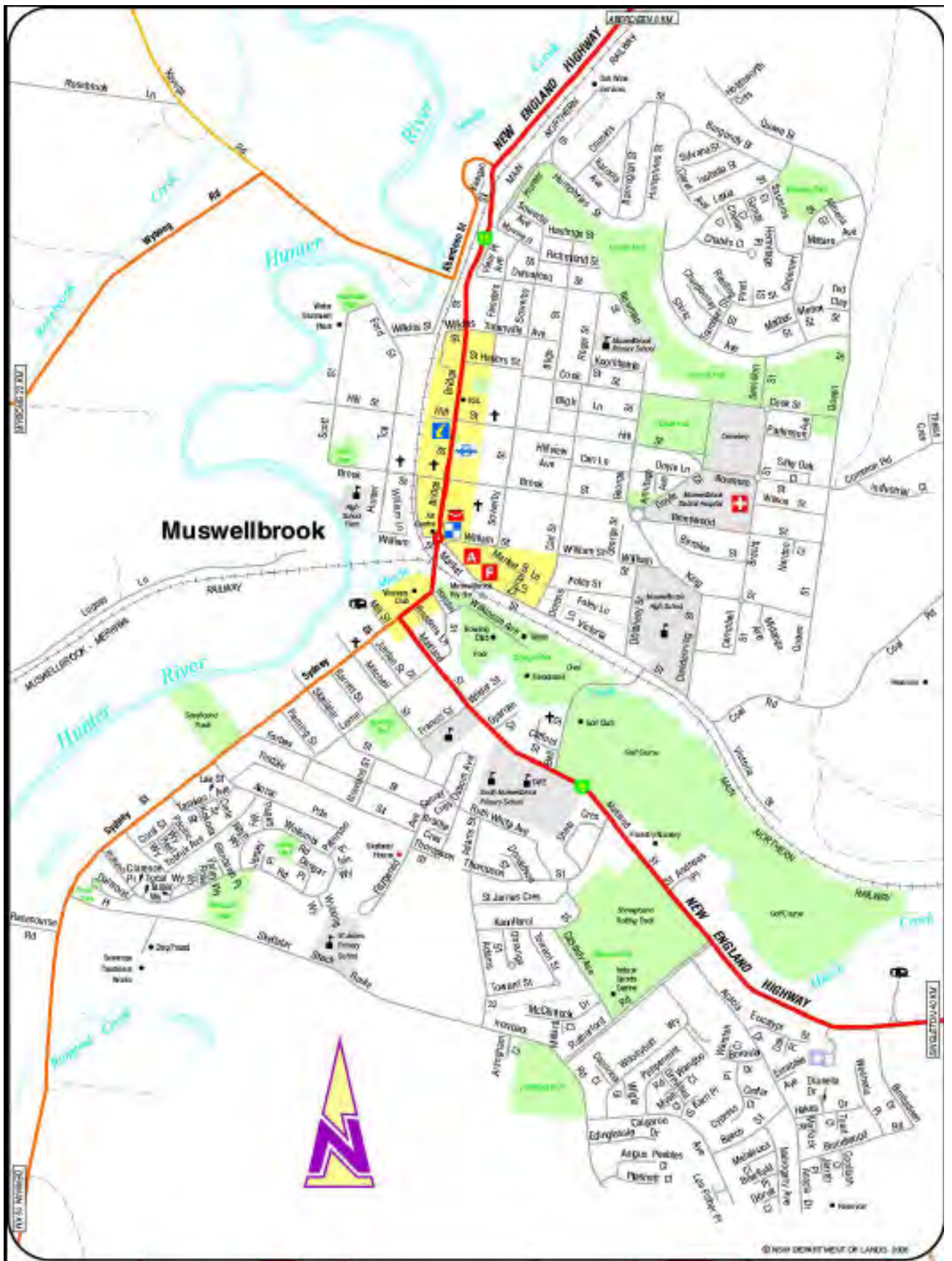
The Central Business District of Muswellbrook is vital to the wellbeing of the Shire. Retail is an important part of the industrial diversity and sustainability of the Shire. Employment, income, visual amenity, a sense of parochial loyalty and belonging, entertainment and recreation are all in no small measure affected by the management (for better or for worse) of the CBD.

Council's Charter requires it to provide, after due consultation, adequate, equitable and appropriate services and facilities for the community and to exercise community leadership, amongst other things, in relation to industry development and assistance, and tourism development and assistance [see sections 6, 8, 24 and the Introduction to Chapter 6 of the *Local Government Act 1993*].

This Plan particularly aims to:

1. Increase retail and other business activity within the CBD;
2. Add diversity to the retail mix;
3. Preserve and enhance the heritage value of the CBD;
5. Improve shopper comfort and amenity;
6. Enhance the visual amenity;
7. Brand Muswellbrook as a place of particular parochial loyalty;
8. Minimise the long term maintenance cost;
9. Ensure the health and safety of pedestrians and motorists;
10. Facilitate the consultative process;
11. Reduce the environmental footprint;
12. Provide for disabled access and other elements of equity planning; and
13. Manage commercial and other risks

Content is divided into parts and sections for ease of reference and update.





1 A THRIVING CBD: Developing Our Businesses

Context

Streetscape design and planning are important elements of a vibrant CBD but so too are the way in which businesses themselves conduct themselves. In this part, the Council and the Chamber have set strategies to deal with business development and local employment.

Summary of planned outcomes

By this plan, Council and the Chamber will encourage participation of businesses in planning their own development – particularly new businesses. Mindful of the importance of ‘critical mass’ to modern shopping habits, the Council will explore its commercial development functions and powers to further a café strip within the CBD. The enhancement of events and promotion of the CBD and the systematic monitoring of local employment by the businesses is also enhanced.

Contents

- 1.1 New and existing business development
- 1.2 Eateries and public gathering spaces
- 1.3 Events and promotion
- 1.4 Local employment



1.1 New and existing business development

Objective	Strategy	Performance target
To create an up to date and active directory of businesses and industry within the CBD as part of a Shire database.	<ul style="list-style-type: none"> Business and industry directory to be developed and maintained in partnership with the Chamber. 	<ul style="list-style-type: none"> Business and industry directory updated by November 2009.
	<ul style="list-style-type: none"> Council's Economic Development Officer to update the web space regularly. 	<ul style="list-style-type: none"> New and existing business details updated within one week of request being made.
To review the breadth of existing businesses within the CBD and Shire, to identify market gaps and encourage new businesses to explore filling those gaps or existing businesses to explore expanding into them by completing a township marketing plan.	<ul style="list-style-type: none"> Council's Business, Industry and Tourism Committee's functions expanded to include the regular review of retail and industry mix and explore strategies for facilitating business development. 	<ul style="list-style-type: none"> Council's Business Industry and Tourism Committee and Economic Development Officer reports back to the Chamber of Commerce annually on strategies undertaken to achieve the objectives and outcomes.
	<ul style="list-style-type: none"> Council, the Chamber and the Department of State and Regional Development to coordinate the development of township marketing plan subject to funding. 	<ul style="list-style-type: none"> Township marketing plan developed.

1.2 Eateries and public gathering spaces

Objective	Strategy	Performance target
To create a critical mass of eateries in the CBD to include outside dining.	<ul style="list-style-type: none"> Council to explore using its land and property development function together with its zoning function in developing a detailed strategy and business plan by September 2009. 	<ul style="list-style-type: none"> Detailed strategy and business plan developed by September 2009 and presented to Council's Business, Industry and Tourism Committee for further consultations.



1.3 Events and promotion

Objective	Strategy	Performance target
To facilitate a Carols by Candlelight function in early December each year.	<ul style="list-style-type: none"> ✿ Council to liaise with Church and community groups and form a working party by May 2009. ✿ Council to set aside \$2,500 in its budget for the organisation of the event and Chamber to assist with in kind support. ✿ Carols by Candlelight function held by mid December 2009. 	<ul style="list-style-type: none"> ✿ Function held and organised in accordance with the dates set out in the strategy.
To assist with the continual improvement of the Muswellbrook Cup Festival and other associated festivals.	<ul style="list-style-type: none"> ✿ Mayor to meet with the President of the Muswellbrook Race Club to explore strategies for the enhancement of the Festival within the Shire particularly with respect to other drawcard allied festivals. 	<ul style="list-style-type: none"> ✿ Meeting held by June 2009 and strategy developed and reported back to Council's Business, Industry and Tourism Committee by 30 July 2009.
To help promote the continual improvement of the Muswellbrook Mining and Energy Expo.	<ul style="list-style-type: none"> ✿ Mayor to meet with the Organisers of the Muswellbrook Mining and Energy Expo to explore strategies for the enhancement of the Expo within the Shire. 	<ul style="list-style-type: none"> ✿ Meeting held by June 2009 and strategy developed and reported back to Council's Business, Industry and Tourism Committee by 30 July 2009.
Colourful, seasonal, large and attractive banners created for the CBD to enhance appearance.	<ul style="list-style-type: none"> ✿ Supports for large banners affixed to lighting in the Main Street and Market Street and seasonal banners purchased for seasonal display by 1 November 2009. \$8,000 set aside in Council's budget. ✿ Council arranges for the installation, maintenance, and recurrent display of banners. 	<ul style="list-style-type: none"> ✿ Supports and banners purchased and affixed by the date set out in the strategy. ✿ Banners within one week of a seasonal change.



1.4 Local employment

Objective	Strategy	Performance target
To continually improve the amount of Shire residents employed by local business and industry.	✿ Chamber of Commerce to conduct survey of CBD businesses and to develop strategy for continual improvement by 30 August 2009 for incorporation into the future development of this Plan.	✿ Strategy completed by 30 August 2009.



2 A VIBRANT CBD: Planning Our Shopping District

Context

Over the years, the Council has benefited from community consultation and expert consultants in creating masterplans for the CBD. Most of those masterplans have contemplated a bypass and incorporated road or lane closures as part of the overall design. Councils change and the needs of community also change – this has a particular import into individual elements of street design.

A significant degree of planning needs to inform and underpin any Masterplan or specific streetscape design. This part deals with those matters.

Summary of planned outcomes

In this Plan, provision is made for adoption of a Masterplan by the present Council, for increased regulation of parking and strategies to deal with parking more generally, for toilet amenities and further strategies to deal with trucks, bikes, caravans, and mobile homes.

Contents

- 2.1 Master plan
- 2.2 Parking
- 2.3 Council owned infrastructure
- 2.4 Signing
- 2.5 Toilet amenities
- 2.6 Trucks, bikes, caravans and mobile homes



2.1 Masterplan

Objective	Strategy	Performance target
To achieve the design objectives of a Masterplan (as amended) from time to time in a systematic way into the future.	<ul style="list-style-type: none">✦ Council to adopt a Masterplan (as amended) as its master design for the CBD precinct (with amendments noted) by 1 July 2009.	<ul style="list-style-type: none">✦ Adoption of the Masterplan achieved by the date set out in the strategy.
To amend the Masterplan for any proposal to develop an area of critical mass eateries and restaurants in the CBD.	<ul style="list-style-type: none">✦ To review the Masterplan (and amend as appropriate) following the strategies developed in accordance with section 1.2 of this document.	<ul style="list-style-type: none">✦ Review conducted within two months of the finalisation of the strategy developed in accordance with 1.2.
To obtain a heavy vehicle alternative route through town bypassing the main street.	<ul style="list-style-type: none">✦ To continue lobbying Federal and State Government for heavy vehicle bypass funding.	<ul style="list-style-type: none">✦ The Mayor and General Manager to report to the Chamber of Commerce and Industry and the Council on efforts made in respect of the lobbying annually.
To ensure that the Master plan is reviewed and amended for any proposal for a heavy vehicle alternative route through Muswellbrook.	<ul style="list-style-type: none">✦ To review the Masterplan (and amend as appropriate) following any planning approval for a heavy vehicle bypass of the main street.	<ul style="list-style-type: none">✦ Review conducted in the timeframe set out in the strategy.



2.2 Parking

Objective	Strategy	Performance target
To ensure adequate current and future parking amenity in and around the CBD.	<ul style="list-style-type: none">✿ Council to conduct a review of its parking amenities by 1 November 2009 and report back to the Chamber and Council.✿ Council to explore options for training its regulatory or compliance staff in parking inspection and draft a staged implementation strategy involving extensive community awareness by 1 November 2009.✿ Chamber to issue a circular to members to encourage members to park in car parks and other ongoing strategies.	<ul style="list-style-type: none">✿ Reviews conducted by the dates set out in the strategies.

2.3 Council owned infrastructure

Objective	Strategy	Performance target
Council's infrastructure appropriately located to support and service the amenity provided by the CBD.	<ul style="list-style-type: none">✿ Council to conduct a comprehensive review of its building infrastructure taking into account the objective by 1 March, 2009 and incorporate appropriate actions into the 2010/2011 CBD Strategic Plan.	<ul style="list-style-type: none">✿ Review conducted by the date set out in the strategy.



2.4 Signage

Objective	Strategy	Performance target
Significant encroachment of signing (particularly RTA signage) on footpaths minimised.	<ul style="list-style-type: none"> Council to further liaise with the Roads and Traffic Authority about improving main street signs as part of its roll-out of footpath works. 	<ul style="list-style-type: none"> Discussions held as part of the roll-out of specific footpath works.
Investigate the provision of public toilets in the CBD.	<ul style="list-style-type: none"> Chamber of Commerce to prepare a report reviewing the utility of Council's CBD signage and report to the Council by 1 August 2009. Council to consider and review its CBD signage in light of the Chamber's comments by 1 December 2009. 	<ul style="list-style-type: none"> Reports and reviews completed by the dates set out in the strategies.

2.5 Toilet amenities

Objective	Strategy	Performance target
Maintain accessible and well signed public toilets in the CBD.	<ul style="list-style-type: none"> Council to report back to the Chamber on its preferred strategy for toilet amenities in the CBD by 1 December 2009. 	<ul style="list-style-type: none"> Report completed by the date set out in the strategy.

2.6 Trucks, bikes, caravans and mobile homes

Objective	Strategy	Performance target
A convenient, amenable, and functional portal for push bikes, motor bikes, caravans, and mobile homes to park in or the CBD.	<ul style="list-style-type: none"> Council, through its Business, Industry and Tourism Committee, to report to the Chamber on its preferred strategy to deal with the objectives by 1 December 2009. 	<ul style="list-style-type: none"> Report completed by the date set out in the strategy.



3 A CAPTIVATING CBD: Creating Our Streetscape

Context

The overall amenity provided by a CBD is not solely a matter for the Shire Council on behalf of the community. Council's responsibility and power extends to some elements of the CBD. These relate to street and pavement width and design, the presence of trees and/or planter boxes, the location and design of street furniture, lighting, and the impact of art works and advertising signs. Other public institutions or corporate entities, such as the Australian Rail Track Corporation, Energy Australia and Telstra have particular control over aspects of the CBD such as the intrusiveness of telecommunication and energy lines, and the maintenance of rail infrastructure. Individual shop owners and tenants have, collectively, a significant part to play in the management of the CBD amenity. Not only are they responsible for the visual and functionality of their own shops but also a capability to manage the amenity provided by the public spaces around them.

Summary of planned outcomes









In this Plan, provision is made for a programme of targeted shop front improvement on the eastern side of Bridge Street. Provision is also made for detailed streetscape design with both projects being coordinated for implementation with the Council's budgeted footpath reconstruction work at that location. Design work will also be implemented along Market Street to the Railway Hotel.

Contents

- 3.1 The shopfronts
- 3.2 Colour guide
- 3.3 Council owned infrastructure
- 3.4 Trees and plant selection
- 3.5 Planter boxes and bollards
- 3.6 Footpaths
- 3.7 Street furniture, shade structures and garbage bins
- 3.8 Lighting
- 3.9 CBD entries



3.1 Shopfronts

Objective	Strategy	Performance target
To enhance the appearance of shopfronts in the CBD.	 The Mayor and the President of the Chamber to meet with every shop-owner or occupant of a shop (or both) on the east side of Bridge Street between Market Street and Brook Street between May and July 2009 to discuss the objectives set out in this Plan and encourage them to engage in enhancement projects to their shopfronts.	 90 percent of meetings conducted within the time frame set out in the Strategy.
	 Shop-owners or occupants (collectively) offered a one-off dollar for dollar contribution to the value of \$1,000.00 towards the cost of external painting (within the identified area) provided that the money is expended within the period from June 2009 to November 2009, is expended on local tradesman, largely adheres to the recommendations of the Gazzard Sheldon Report, and is within the colour range identified in the <i>Colour Specifications Guide for Main Street Shopfronts 2009</i> and such further or other conditions as the Council may determine.	 50 percent of shops within the specified location conducting external enhancement in accordance with the Colour specifications within the time frame set out in the Strategy.
	 Court House approached by the Mayor and President of the Chamber to undertake specific Council project managed beautification to its Bridge Street outdoor precinct largely consistent with the overall main street design. Council to set aside \$10,000.00 for Court House precinct beautification works.	 Attorney General's Department agrees to meet at least half the beautification cost of its Court House precinct by July 2010.
	 Chamber to sponsor a President's Award for the Best Presented Business.	 Award issued by 31 March each year.



3.2 Colour guide

Objective	Strategy	Performance target
To implement and maintain a graffiti-resistant heritage colour scheme in the main street.	<ul style="list-style-type: none">The Council and Chamber to develop, by agreement (and after wide consultation), a <i>Specifications Guide for the CBD 2009</i> incorporating a colour guide and identifying appropriate paints taking into account visual amenity, graffiti resistance, price, maintenance, durability and sustainability by July, 2009.The Chamber enters into an agreement with a single supplier of paints in the colour schemes identified at best cost on the basis of bulk on such further or other terms as the President of the Chamber may determine by August 2009.	<ul style="list-style-type: none">Guide developed, and agreement entered into by the dates set out in the Strategy and appended to this Plan.

3.3 Council owned infrastructure

Objective	Strategy	Performance target
To ensure that Council's own infrastructure (Muswellbrook Library, Muswellbrook Regional Arts Centre, the Queen Elizabeth II Building, and any other buildings) is at the forefront of the collective designs contemplated by this Plan.	<ul style="list-style-type: none">The Council to incorporate into its 2010 Management Plan and budget a strategy for bringing its infrastructure into line with the designs contemplated by this Plan.	<ul style="list-style-type: none">Strategy incorporated into Council's Management Plan by May 2010.



3.4 Trees and plant selection

Objective	Strategy	Performance target
To select, plant, and maintain trees and vegetation having regard to visual amenity, the ability to serve as a habitat for pests, ease of maintenance, cost, and availability.	✿ The Council and Chamber to develop, by agreement (and after wide consultation), a <i>Specifications Guide for the CBD 2009</i> incorporating a plant and vegetation guide taking into account visual amenity, the ability for plants to serve as a habitat for pests, ease of maintenance, cost, and availability by July, 2009.	✿ Guide developed by the date set out in the Strategy and appended to this Plan.
To explore the use of moveable pallets for annual flowers able to be grown off-site and distributed to shop owners twice yearly.	✿ The Chamber to assess interest for the project from its members and the wider business community and provide preliminary costings by June 2009 to the Council.	✿ Assessment made by the date set out in the Strategy.

3.5 Planter boxes and bollards

Objective	Strategy	Performance target
To select for incorporation in footpath and streetscape design a planter box and bollard design having regard to visual amenity, road and pedestrian demarcation, pedestrian egress from vehicles, space, drainage, side lighting, the placement of moveable pallets for annual flowers, maintenance, and cost.	✿ The Council and Chamber to develop, by agreement (and after wide consultation), a <i>Specifications Guide for the CBD 2009</i> incorporating a planter box and bollard design taking into account visual amenity, road and pedestrian demarcation, pedestrian egress from vehicles, space, the placement of moveable pallets for annual flowers, maintenance, and cost by July, 2009.	✿ Guide developed by the date set out in the Strategy and appended to this Plan.



3.6 Footpaths

Objective	Strategy	Performance target
<p>To select pavement treatment to incorporate in streetscape design having regard to visual amenity, pedestrian safety, maintenance, and cost.</p>	<ul style="list-style-type: none"> ✿ The Council and Chamber to develop, by agreement (and after wide consultation), a <i>Specifications Guide for the CBD 2009</i> incorporating a pavement treatment taking into account visual amenity, pedestrian safety, maintenance, a sense of space, and cost by July 2009. 	<ul style="list-style-type: none"> ✿ Guide developed by the date set out in the Strategy and appended to this Plan.
<p>The beautification of the eastern side of Bridge Street between the Art Gallery and Brook Street in accordance with the design elements and objectives set out in the adopted Masterplan.</p>	<ul style="list-style-type: none"> ✿ Complete design work incorporating the design elements set out in this Plan by September, 2009. ✿ Complete community consultation and revision of design elements by February, 2010. ✿ Undertake and complete works by November 2009. 	<ul style="list-style-type: none"> ✿ Completion of designs, consultations, and construction by the dates set out in the Strategy.
<p>To design the beautification of the northern side of Market Street from the intersection with Bridge Street to the Railway Hotel.</p>	<ul style="list-style-type: none"> ✿ Consultation with Government Agencies and private retailers regarding beautification and Complete design work incorporating the design elements set out in the adopted Masterplan by February 2010. 	<ul style="list-style-type: none"> ✿ Completion of design by the date set out in the Strategy.



3.7 Street furniture, shade structures and garbage bins

Objective	Strategy	Performance target
To select appropriate seating to incorporate in streetscape design having regard to visual amenity, functionality, pedestrian safety, maintenance, and cost.	✿ The Council and Chamber to develop, by agreement (and after wide consultation), a <i>Specifications Guide for the CBD 2009</i> incorporating a seating design taking into account visual amenity, functionality, pedestrian safety, maintenance, and cost by July, 2009.	✿ Guide developed by the date set out in the Strategy and appended to this Plan.
Maintain the present garbage bin design throughout the CBD.	✿ Incorporate the present garbage bin design into the <i>Specifications Guide for the CBD 2009</i> .	✿ Incorporate the design into the Guide by April 2009.

3.8 Lighting

Objective	Strategy	Performance target
To explore a single theme lighting project for the CBD and associated areas such as Muscle Creek and the recreation space leading to Olympic Park.	✿ The Council to assess the present lighting in the CBD and make recommendations to the Public Spaces Committee of Council for further strategies to meet the objective by September 2009.	✿ Guide developed by the date set out in the Strategy and appended to this Plan.
Side-lighting of planter boxes to be incorporated into planter box design having regard to maintenance, vandalism resistance, visual amenity and cost.	✿ Incorporate side-lighting into the planter box design in the <i>Specifications Guide for the CBD 2009</i> by July, 2009.	✿ Completion of the incorporation by the date set out in the Strategy.



3.9 CBD entries

Objective	Strategy	Performance target
To facilitate the beautification of the rail via duct over Muscle Creek as a unique gateway into the CBD taking advantage, where possible, of the coming together of water, road, and rail at one point.	<ul style="list-style-type: none">✦ Liaise with the ARTC about a partnership between it, the Chamber and the Council for the beautification of the site along the design elements contemplated by this Plan by September, 2009.	<ul style="list-style-type: none">✦ Liaise with ARTC by the date set out in the Strategy.
To facilitate the beautification of the northern end of Bridge Street as an entry in the CBD.	<ul style="list-style-type: none">✦ The Council to recommend strategies for the beautification of the northern end of Bridge Street by September 2009.	<ul style="list-style-type: none">✦ Making the recommendation by the date set out in the Strategy.



4 A SUSTAINABLE CBD: Managing Our On-Going Commitment

Context

This is the first time that a partnership for the strategic coordination of CBD planning has been entered into by the Chamber and the Council. The Plan is a living document and the success of its outcomes depends upon its regular review and reassessment. The on-going maintenance of the projects contemplated by the construction elements of this plan must be preserved to ensure on-going success.

Summary of planned outcomes

By this plan, Council and the Chamber have committed to annual reassessment, review and continual improvement of the CBD. The Council and the Chamber have set in place strategies and performance targets to appropriately preserve and monitor its construction and design projects into the future.

Contents

- 4.1 On-going consultation and review
- 4.2 Removal of Graffiti
- 4.3 Cleaning stormwater gutters and pavement
- 4.4 Maintenance of flower containers
- 4.5 Maintenance of planter boxes, bollards and plants
- 4.6 Pigeon and pest management



4.1 On-going consultation and review

Objective	Strategy	Performance target
Plan reviewed annually.	<ul style="list-style-type: none">✦ Outcomes and achievements report completed by Council, its Business, Industry and Tourism Committee, and the Chamber of Commerce and Industry by 15 December 2009.✦ Council, its Business, Industry and Tourism Committee, and the Chamber of Commerce and Industry to review this by mid February each year in time to inform Council's Management Plan draft.	<ul style="list-style-type: none">✦ Report completed and Plan reviewed by the times set out in the strategies.

4.2 Removal of graffiti



Objective	Strategy	Performance target
To remove graffiti in the CBD within 72 hours of a graffiti incident.	<ul style="list-style-type: none">✦ The Chamber to create a graffiti removal action plan incorporating 'buy in' from local businesses to achieve the objective by 1 August 2009. Strategy may involve the use of sponsored community organisation assistance.✦ Council to draft a graffiti removal maintenance programme for its infrastructure by 1 August 2009.✦ Council's compliance staff trained to exercise its Part 4 powers under the <i>Graffiti Control Act 2008</i> by 1 December 2009.	<ul style="list-style-type: none">✦ Action plan, maintenance programme and training completed by the dates set out in the strategies.



4.3 Cleaning stormwater gutters and pavement

Objective	Strategy	Performance target
Ensure an appropriate level of maintenance of gutters and pavement	Review, in consultation with stakeholders, the current Level of Service (LOS) to ensure it is appropriate and, if not, develop an alternative with a funding model	Review completed in time for consideration of any proposed changes to LOS in 2010-2015 budget and management plan process. (Target end February 2010)

4.4 Maintenance of flower containers

Objective	Strategy	Performance target
Any transportable flower containers incorporated into the streetscape appropriately maintained.	 The Council to include in its parks and gardens specifications, a maintenance programme for transportable flower containers within three months of incorporation of such flower containers into the CBD streetscape.	 Specifications amended by the date set out in the strategy.

4.5 Maintenance of planter boxes, bollards and plants

Objective	Strategy	Performance target
Any planter boxes, bollards and plants incorporated into the streetscape appropriately maintained or tendered to.	 The Council to include in its parks and gardens specifications, a maintenance programme for the design elements set out in the objectives within three months of incorporation of such elements into the CBD streetscape.	 Specifications amended by the date set out in the strategy.



4.6 Pigeon and pest management

Objective	Strategy	Performance target
To ensure the control of pigeons and other pests entering the CBD precinct.	<ul style="list-style-type: none">✿ Council and the Chamber to monitor and annually review the problem created by uncontrolled pigeons and other pests.✿ Council to set aside \$6,000.00 per annum for pest control issues in its annual budget.✿ Seek joint financial contribution from Chamber.	<ul style="list-style-type: none">✿ Monitoring, reviews, and allowances achieved by the timeframes or in the sums set out in the strategies.



5 A SECURE CBD: Safe-Guarding Our People and Assets

Context

Safety and the preservation of people and assets from criminal activity is a fundamental obligation of the Council, the Chamber, and the wider community. This part of the Plan is an acknowledgement of that obligation and the importance that planning, design, and construction features of this plan appropriately incorporate safety objectives.

Summary of planned outcomes

By this plan, Council and the Chamber will explore strategies for better pedestrian access for pedestrians across bridge street and generally. The Council will conduct noise assessments to inform the bypass process and develop noise reduction strategies and vandalism monitoring in conjunction with other government agencies.

Contents

- 5.1 Pedestrian safety
- 5.2 Vandalism and malicious damage
- 5.3 Noise



5.1 Pedestrian safety

Objective	Strategy	Performance target
Safe and amenable pedestrian movement about the CBD.	<ul style="list-style-type: none">✦ Council and the Chamber to review measures and strategies to achieve the objective annually.	<ul style="list-style-type: none">✦ Review conducted in accordance with the strategy.
A better pedestrian treatment for crossing lower and upper Bridge Streets.	<ul style="list-style-type: none">✦ The Council to engage the Roads and Traffic Authority concerning the objective by August 2009 and to report back to the Chamber and Council's Business, Industry and Tourism Committee about further strategies for lobbying.	<ul style="list-style-type: none">✦ The Roads and Traffic Authority engaged in discussions by the date set out in the strategy.

5.2 Vandalism and malicious damage

Objective	Strategy	Performance target
Effective control of vandalism and malicious damage.	<ul style="list-style-type: none">✦ Council and the Police to address issues regarding licensing accords, and travel to and from licensed premises as part of the Department of Premier and Cabinet regional consultations. Annual reporting to Chamber and Council's Business, Industry and Tourism Committee on statistics, strategies and outcomes.✦ Chamber to organise a forum to address shoplifting and graffiti and vandalism minimisation strategies by December 2009.	<ul style="list-style-type: none">✦ Council and the Chamber to review measures and strategies to achieve the objective annually.✦ Chamber to organise the forum by the date set out in the strategy.



5.3 Noise

Objective	Strategy	Performance target
Monitor vehicular noise levels in the main street.	 Council to engage expert consultations to assess noise levels in the main street to inform the bypass discussion and the development of minimisation strategies in conjunction with the Roads and Traffic Authority.	 Study and report released prior to 1 February, 2010.