

Springwood Implementation Plan

Projects and Programs



INNOVATIVE, DYNAMIC, CITY OF THE FUTURE



Artist impression of a future Springwood

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List of Abbreviations

DETE	Department of Education, Training & Employment
DTMR	Department of Transport & Main Roads
EDZ	Economic Development Zone
GSMP	Greater Springwood Master Plan
TOD	Transit Oriented Development

Logan City Council Branches

AD	Administration Branch
AV	Advocacy Program
CECE	Customer Experience & Community Engagement Branch
CS	Community Services Branch
CS&AC	City Standards & Animal Care Branch
CF	City Futures Branch
DA	Development Assessment Branch
EDS	Economic Development & Strategy Branch
ELT	Council's Executive Leadership Team
HEW	Health, Environment & Waste Branch
LCI	Libraries & Creative Industries Branch
MKT	Marketing & Events Branch
Media	Media Branch
Parks	Parks Branch
RID	Road Infrastructure Delivery Branch
RIP	Road Infrastructure Planning Branch
SLF	Sport, Leisure & Facilities Branch
SP	Strategic Projects Branch
WI	Water Infrastructure

Introduction

The purpose of the Springwood Implementation Plan is to progress the aims and objectives of the Greater Springwood Master Plan from 'visioning' to 'doing'. The Implementation Plan does this by identifying and prioritising potential capital and non-capital projects and programs inclusive of the Springwood Summit Outcomes to deliver the actions required to progress the aims and objectives of the masterplan. Depending on the type of project or program, these may be delivered by Council, the Queensland Government, the Federal Government, the private sector or the community. Identification and prioritisation is the result of ongoing engagement with stakeholders, ensuring prioritised actions represent the current and future needs of the community, government, industry, business and landowners.

These aspirational projects and programs will assist planning and coordination across Council to facilitate the delivery of the actions required to progress the vision of the Greater Springwood Master Plan. This approach allows Council to commit to a framework to deliver the vision of the master plan over the short term (up to five years), medium term (five to ten years) and long term (more than ten years) whilst allowing a more flexible approach in the delivery of priority projects and programs.

The priority projects and programs have been identified by applying the framework for good placemaking that considers the alignment of key places with the shared vision for the activity centre master plans, the urban design themes, the seven implementation strategies and Council's Corporate Plan Priorities. These important shared visions, themes, strategies and corporate priorities can be brought together through Place Management, as depicted in Figure 2 - Framework for Good Placemaking.

The priority projects and programs recommended for Council endorsement are set out in more detail in this document. The internal branches proposed to lead the projects are highlighted in bold text. The priority projects and programs are expected to be updated periodically and do not represent a commitment by Council or other stakeholders to fund or deliver a specific project. The priority projects and programs can be considered for funding, applications for government grants and partnerships with a range of stakeholders that lead to the eventual delivery of the project. The Division 1 and 3 Councillors will be consulted on all projects.

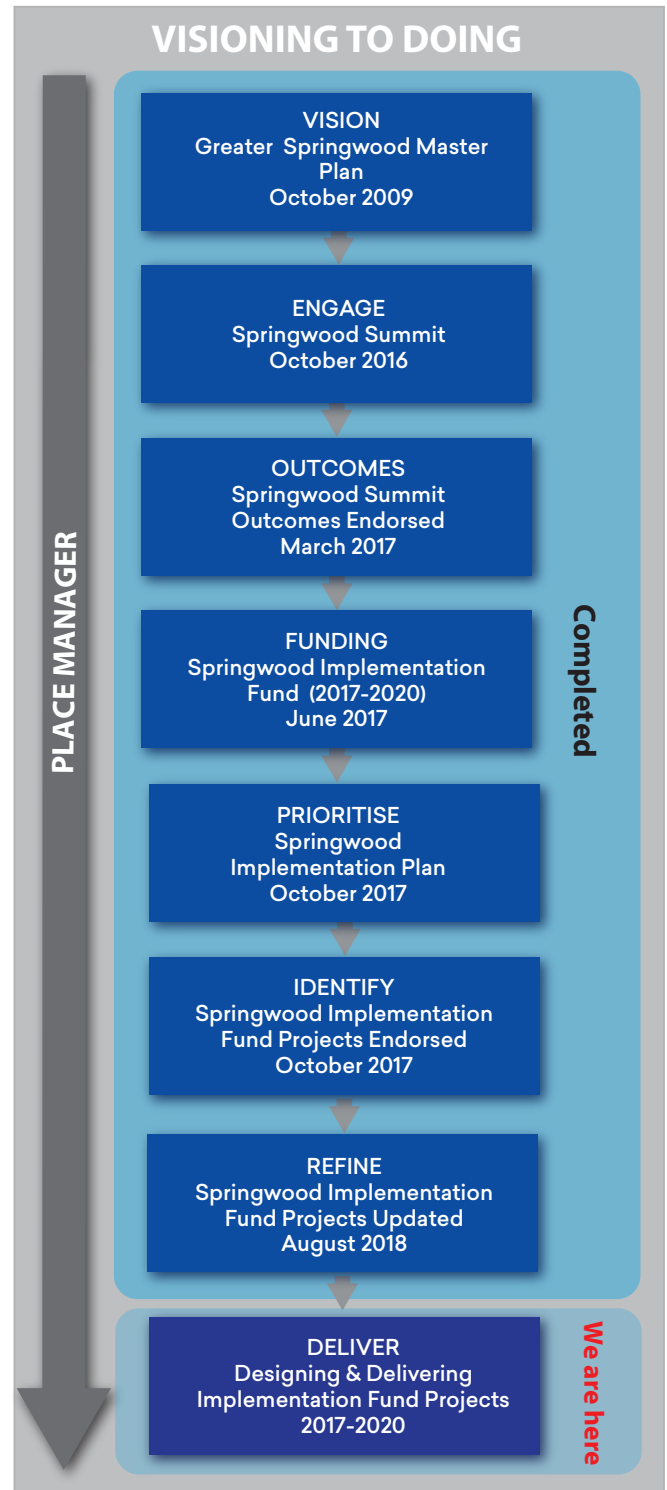


Figure 1 - 'Visioning' to 'Doing'

Framework for Good Placemaking

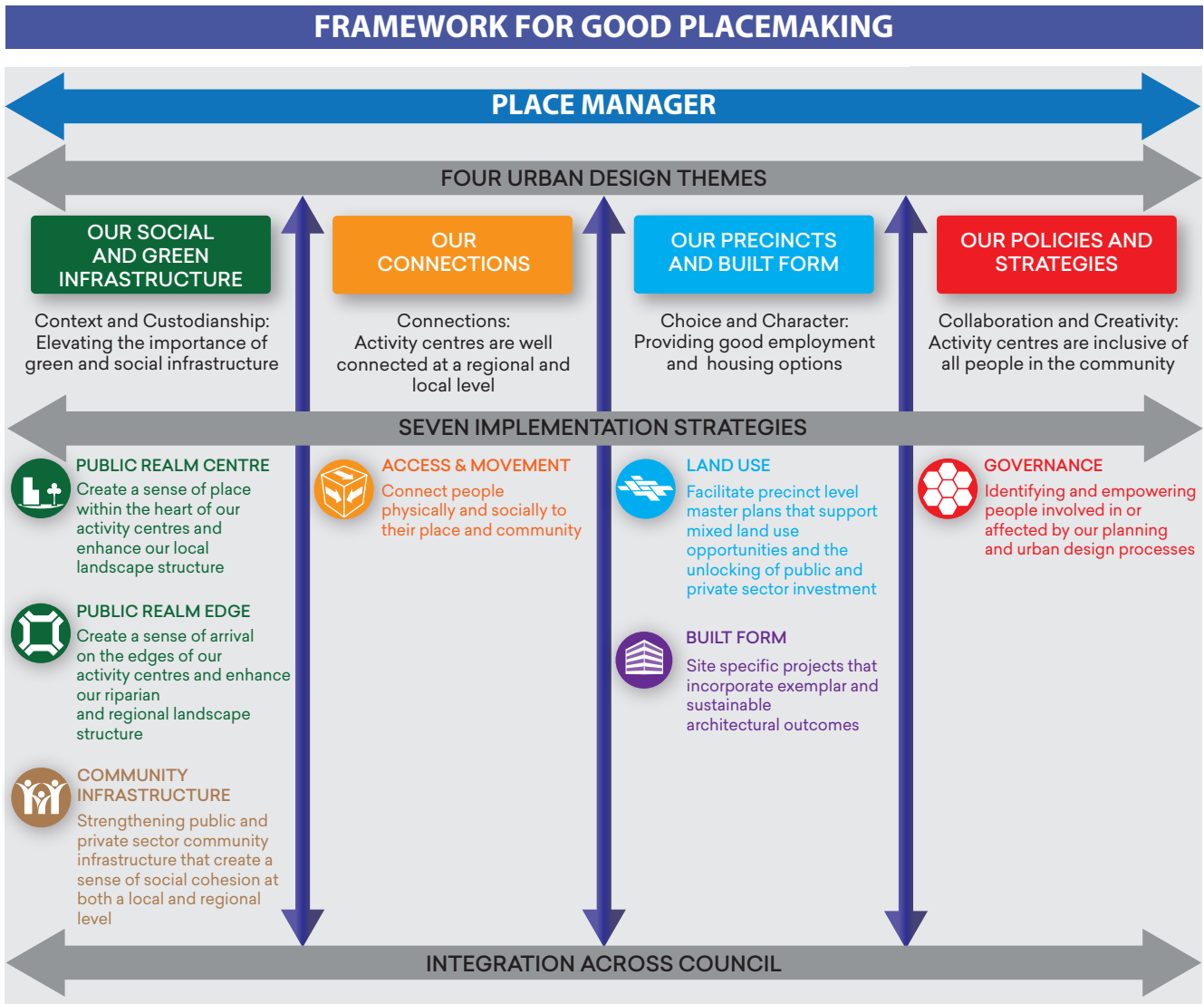
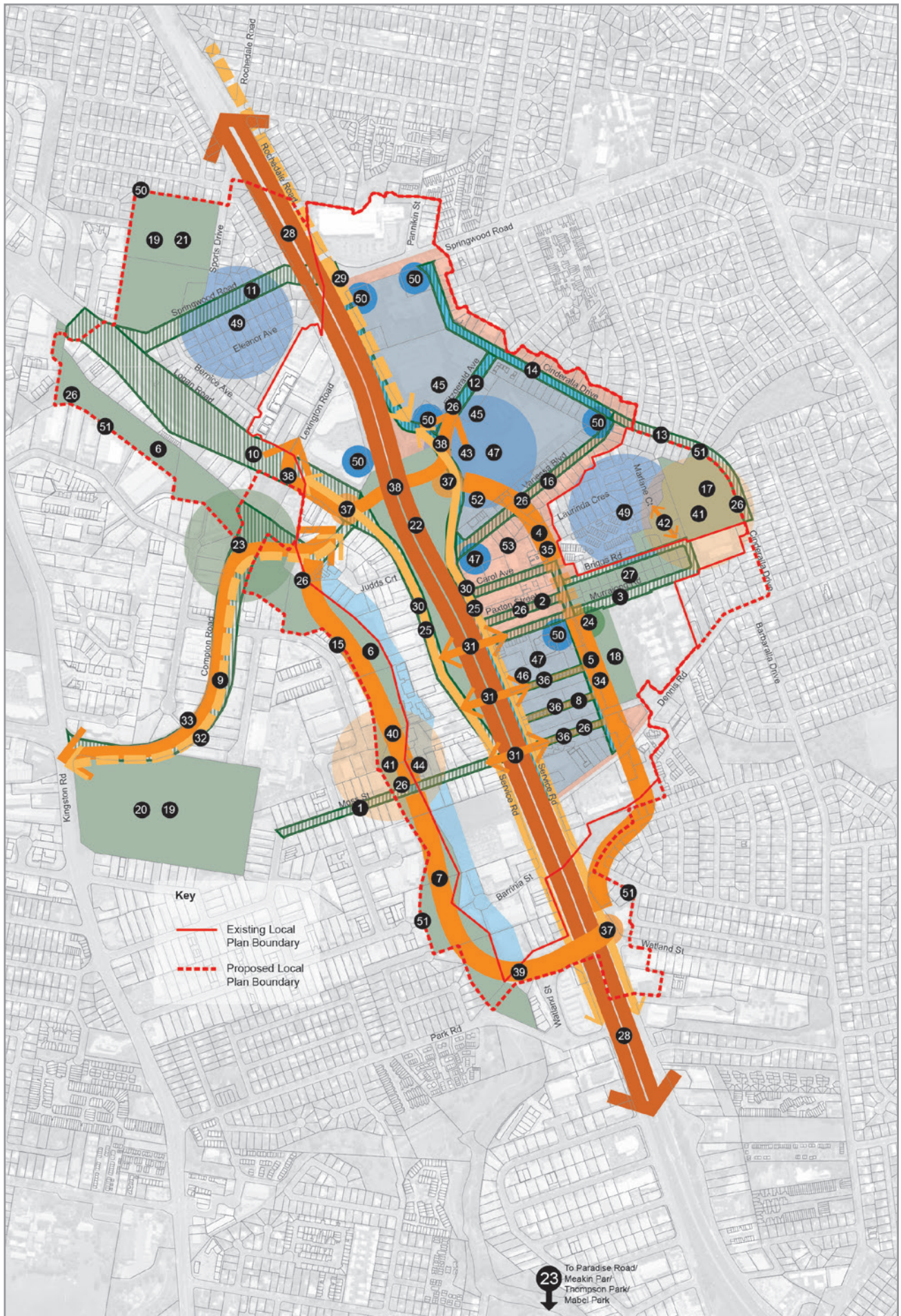


Figure 2 - Framework for Good Placemaking



Projects and Programs



Projects and Programs

ACTIONS	TIMING	SUMMIT OUTCOME
SOCIAL AND GREEN INFRASTRUCTURE (CONTEXT AND CUSTODIANSHIP)		
PUBLIC REALM (CENTRE)		
1 Moss Street streetscape enhancement	Medium term	✓
2 Murrajong-Briggs-Paxton Roads-Carol Avenue streetscape enhancement	Short term	✓
3 Murrajong-Briggs-Carol Avenue streetscape enhancement	Medium term	✓
4 Carol Avenue-Vanessa Boulevard green link	Short term	✓
5 Green link and pedestrian/cycle connection between Carol Avenue and Dennis Road	Short term	✓
6 Slacks Creek green link (Bakers Street to Moss Street)	Short term	✓
7 Slacks Creek green link (Moss Street to Watland Street)	Medium term	✓
8 Murrajong South laneways streetscape enhancement	Medium term	✓
9 Compton Road streetscape enhancement up to Cronulla Park	Long term	✓
10 Logan Road streetscape enhancement	Medium term	✓
11 Springwood Road streetscape enhancement up to Lowe Oval	Medium term	✓
12 Streetscape enhancements and activation of Fitzgerald Avenue	Medium term	
13 Streetscape enhancements to create boulevard along Cinderella Drive from Springwood Park to Vanessa Boulevard	Long term	✓
14 Streetscape enhancements to create boulevard along Cinderella Drive between Springwood Road and Vanessa Boulevard	Medium term	
15 Slacks Creek-Moss Street Street Art Activation Project	Medium term	
16 Vanessa Boulevard streetscape enhancement	Medium term	✓
PUBLIC REALM (EDGE)		
17 Expansion of Springwood Park along Briggs Road/Murrajong Road	Medium term	✓
18 Create a Compact Urban School precinct around Springwood Central State School	Long term	✓
19 Master plan sports and community spaces for Cronulla Park and Lowe Oval	Completed	✓
20 Invest in delivery sport and community spaces for Cronulla Park	Short term	
21 Invest in delivery sport and community spaces for Lowe Oval	Short term	
22 Invest in the opportunities to utilise the Pacific Motorway (M1) as a city space	Long term	✓
23 Create landscape threshold spaces/entry statements at major road and open space intersections	Long term	
24 New civic park (town square)	Medium term	
25 Pacific Highway Service Road green link	Medium term	✓
COMMUNITY INFRASTRUCTURE		
26 Upgrade and expand safety camera network	Short term	
27 Civic and Community precinct plan	Medium term	
CONNECTIONS		
ACCESS AND MOVEMENT		
28 Widening of the M1 Motorway	Medium term	✓
29 Extension of the South East Busway	Medium term	✓
30 Upgrade M1 Motorway service roads as smart boulevards	Medium term	✓
31 Green bridge link over the M1 Motorway	Long term	✓
32 Enhanced public transport network connection between Springwood (bus station) and Logan Central (train station)	Medium term	
33 Enhanced cycle network linking the Springwood and Logan Central centres	Medium term	
34 Shared pathway between Dennis Road and Carol Avenue	Short term	✓
35 New Carol Avenue to Laurinda Crescent Shared Pathway	Short term	✓
36 New access laneways between the M1 Motorway Service Road and the proposed Carol Avenue link	Long term	✓
37 Traffic modelling to identify intersection upgrades within the activity centre	Medium term	
38 Enhanced Pedestrian/Cycle Connection between Lexington Road, Springwood Bus Station and Fitzgerald Avenue	Short term	
39 Watland Street M1 Motorway overpass connection to the Slacks Creek Corridor up to Moss Street	Short term	✓
40 Pedestrian and cycle connection from Compton Road to Moss Street along Slacks Creek Corridor	Short term	✓
41 Public WiFi in Springwood Park	Short term	✓
42 Pedestrian and cycle connection from Briggs Road to Marlane Court and Springwood Park	Medium term	
PRECINCTS AND BUILDINGS (CHOICE AND CHARACTER)		
LAND USE		
43 Car parking/multi modal strategy for the Springwood activity centre	Short term	
44 Slacks Creek Corridor precinct activation strategy	Short term	✓
45 Shopping centre precinct master plan	Medium term	✓
46 Murrajong Road South commercial precinct master plan	Medium term	✓
47 Retail, events and business attraction strategy to attract new investments to the centre	Medium term	✓
BUILT FORM		
48 Feasibility study for the multi-storey car parking station/s in the activity centre	Completed	
49 Residential Accommodation Strategy to attract key workers to the centre	Medium term	
50 Facilitate catalyst gateway/landmark buildings	Medium term	
POLICIES AND STRATEGIES (COLLABORATION AND CREATIVITY)		
GOVERNANCE		
51 Simplify and amend the Local Plan Boundary	Short term	✓
52 Springwood Place Branding Strategy	Short term	✓
53 Develop an economic, environmental and social scorecard	Short term	

Springwood Implementation Fund Projects (2017-2020)



Springwood Implementation Fund Projects (2017-2020)

PROJECTS

2 **Murrajong-Briggs-Paxton Roads-Carol Avenue streetscape enhancement:**

Streetscape enhancements inclusive of landscape works, footpath upgrades, new street furniture, pedestrian lighting and public art.

This project will improve the key active streets within the Springwood Commercial Precinct, improved walkability of the centre, improved amenity and image of the centre and improve potential for return on investment.

4 **New Carol Avenue to Laurinda Crescent Shared Pathway:**

35 Creating a 3m wide shared pathway linking Carol Avenue to Laurinda Crescent, inclusive of landscaping, planting and public art, a shade structure and street furniture, lighting, CCTV and acquisition of property.

This project will improve safety, improve direct connection to amenities, increase walkability and improve east west connectivity within Springwood.

6 **Slacks Creek green link (Bakers Street to Moss Street):**

40 The project will connect Compton Road with Moss Street through the creation of a new 3m wide shared pathway, integration of cycling infrastructure with open space and landscaping, shade structure and street furniture, public art, CCTV and bridge crossing.

This project will improve environmental quality, pedestrian and cycle connectivity and it will complete a connection with Slacks Creek corridor North and South.

5 **Shared pathway between Dennis Road and Carol Avenue:**

34 Creating a 3m wide shared pathway linking Dennis Road to Carol Avenue, inclusive of fencing, LED lighting, CCTV, shaded structure and street furniture, landscaping (softscaping), public art, allowance for asbestos removal.

This project will improve safety for local residents, students and school staff and local employees, improve linkage between retail and commercial areas with public transport, increase walkability and improve east west connectivity within Springwood.

41 **Public WiFi in Springwood Park:**

Providing free WiFi for Springwood Park, inclusive of installation, commissioning, communication and management of electrical, civil works and relevant site re-establishment, supply and installation of technology solutions, carriage backhauls, integration components, client support, access, security, installation coverage, scale performance, management services and ongoing support.

The project will improve digital connectivity, improve activation of Springwood Park and could assist in promotion and advertising of community events in Springwood

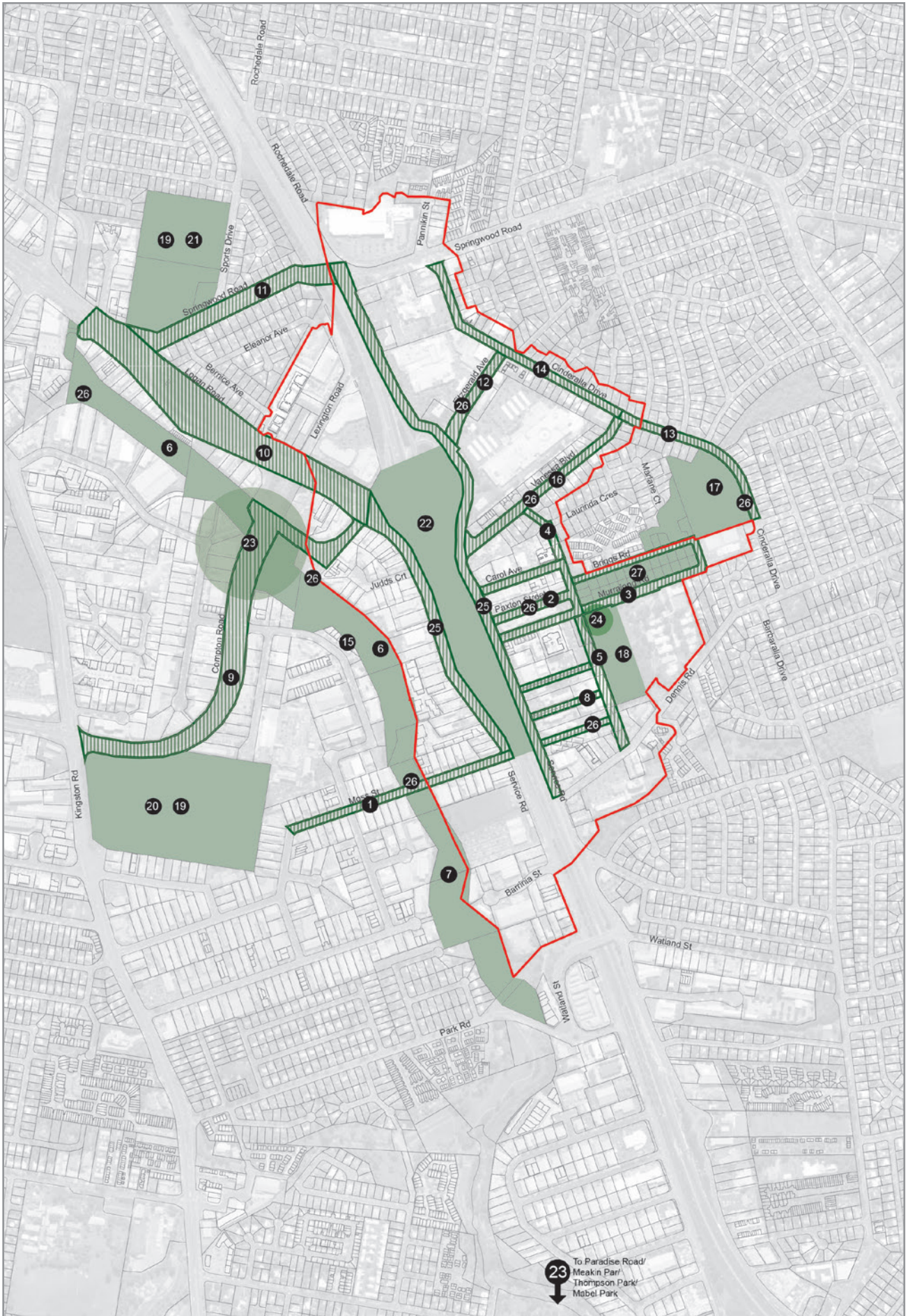
52 **Springwood Place Branding Strategy:**

Develop a strategic marketing, engagement and media strategy that will define Springwood into the future and guide cohesive stakeholder engagement. A marketing plan and recommended collateral for centre to achieve the outcomes of the place branding strategy, and an action plan for the delivery of the Place Branding and Marketing plan.

This project will assist in developing a repositioning strategy and a long-term marketing action plan which can build a competitive and recognisable identity for the centre. This will appeal to various target audiences from the region, interstate as well as overseas, and it will encourage business activity, visitation, and investment and people living, working and playing in the centre.



Social and Green Infrastructure



Social and Green Infrastructure



PUBLIC REALM (CENTRE)

Create a sense of place within the heart of activity centres and enhance our local landscape structure

ACTIONS	STAKEHOLDERS	TIMING
<p>1 Moss Street streetscape enhancement: Streetscape enhancements inclusive of street planting and water sensitive urban design; smart street and pedestrian lighting; facilitate the undergrounding of power lines; public art and street furniture and hardscape landscaping.</p>	LCI, Parks , CS, SLF, RIP, RID, WI, AV, EDS , Local Business	Medium term
<p>2 Murrajong-Paxton Roads-Carol Avenue streetscape enhancement: Streetscape enhancements inclusive of landscape works, footpath upgrades, new street furniture, pedestrian lighting and public art.</p>	LCI, Parks , CS, SLF, RIP, RID, WI, AV, EDS , MKT, Media, Local Business	Short term
<p>3 Murrajong-Briggs-Carol Avenue streetscape enhancement: Streetscape enhancements inclusive of landscape works, footpath upgrades, new street furniture, pedestrian lighting and public art.</p>	LCI, Parks , CS, SLF, AV, RIP, RID, WI, EDS , MKT, Media, Local Business	Medium term
<p>4 Carol Avenue-Vanessa Boulevard green link: Streetscape enhancements inclusive of street planting and water sensitive urban design; smart street and pedestrian lighting; facilitate the undergrounding of power lines; public art and street furniture and hardscape landscaping.</p>	LCI, Parks , CS, SLF, AV, RID, WI, RIP, EDS , Local Business	Short term
<p>5 Shared pathway between Dennis Road and Carol Avenue: Inclusive of a 3m wide shared pathway, fencing, lighting, CCTV, shaded structure and street furniture, landscaping (softscaping), public art, allowance for asbestos removal.</p>	LCI, Parks , CS, SLF, RIP, RID, WI, AV, EDS , Local Business	Short term
<p>6 Slacks Creek green link (Bakers Street to Moss Street): Inclusive of rejuvenating the Slacks Creek Catchment, improved integration of cycling infrastructure with open space and integration with a 3m wide pathway, landscaping, shaded structures and furniture, public art, CCTV and bridge crossing.</p>	Parks, CS, SLF, RIP, RID, WI, AV, EDS , LCI, HEW , Local Business	Short term
<p>7 Slacks Creek green link (Moss Street to Watland Street): Inclusive of rejuvenating the Slacks Creek Catchment, improved integration of cycling infrastructure with open space and integration with a 3m wide pathway, landscaping, shaded structures and furniture, public art and CCTV.</p>	Parks, CS, SLF, RIP, RID, WI, AV, EDS , LCI, HEW , Local Business	Medium term
<p>8 Murrajong South laneways streetscape enhancement: New streets with street planting and water sensitive urban design; smart street and pedestrian lighting; public art and street furniture; and hardscape landscaping.</p>	RIP, RID, WI, LCI, Parks , CS, SLF, AV, EDS , Local Business	Medium term
<p>9 Compton Road streetscape enhancement up to Cronulla Park: Streetscape enhancements inclusive of street planting and water sensitive urban design; smart street and pedestrian lighting; public art and street furniture; and hardscape landscaping.</p>	LCI, Parks , CS, SLF, RIP, RID, WI, AV, EDS , Local Business	Long term
<p>10 Logan Road streetscape enhancement: Streetscape enhancements inclusive of street planting and water sensitive urban design; smart street and pedestrian lighting; public art and street furniture; and hardscape landscaping.</p>	LCI, Parks , CS, SLF, RIP, RID, WI, AV, EDS , Local Business	Medium term
<p>11 Springwood Road streetscape enhancement up to Lowe Oval: Streetscape enhancements inclusive of street planting and water sensitive urban design; smart street and pedestrian lighting; public art and street furniture; and hardscape landscaping.</p>	LCI, Parks , CS, SLF, RIP, RID, WI, AV, EDS , Local Business	Medium term
<p>12 Streetscape enhancements and activation of Fitzgerald Avenue: Streetscape enhancements inclusive of street planting and water sensitive urban design; smart street and pedestrian lighting; public art and street furniture; and hardscape landscaping for Fitzgerald Avenue.</p>	LCI, Parks , CS, SLF, RIP, RID, WI, EDS , Local Business	Medium term
<p>13 Streetscape enhancements to create a boulevard from Cinderella Drive up to Vanessa Boulevard: Inclusive of street planting and water sensitive urban design; smart street and pedestrian lighting; facilitate the undergrounding of power lines; public art and street furniture; and hardscape landscaping.</p>	MKT, Media, LCI, RID, WI, Parks , CS, SLF, RIP, EDS , AV, Local Business	Long term
<p>14 Streetscape enhancements to create a boulevard along Cinderella Drive between Springwood Road and Vanessa Boulevard: Inclusive of street planting and water sensitive urban design; smart street and pedestrian lighting; facilitate the undergrounding of power lines; public art and street furniture; and hardscape landscaping.</p>	LCI, Parks , CS, SLF, RIP, RID, WI, EDS , Local Business	Medium term

Social and Green Infrastructure



PUBLIC REALM (CENTRE)

Create a sense of place within the heart of activity centres and enhance our local landscape structure

	ACTIONS	STAKEHOLDERS	TIMING
15	Slacks Creek-Moss Street street art activation project: Activate the street through introduction of street art / public art / lighting	LCI, EDS, CS	Short term
16	Vanessa Boulevard streetscape enhancement: Streetscape enhancements inclusive of street planting and water sensitive urban design; smart street and pedestrian lighting; facilitate the undergrounding of power lines; public art and street furniture; and hardscape landscaping.	LCI, Parks, SLF, RIP, RID, WI, AV, EDS, Local Business	Medium term



PUBLIC REALM (EDGE)

Create a sense of arrival on the edges of our activity centres and enhance our riparian and regional landscape structure

	ACTIONS	STAKEHOLDERS	TIMING
17	Expansion and upgrade of Springwood Park along Briggs Road/Murrajong Road: Master plan and invest in the upgrade and expansion of Springwood Park along Briggs Road/Murrajong Road.	LCI, Parks, SLF, EDS, AV Local Residents, Community	Medium term
18	Create a compact urban school precinct around Springwood Central State School: Master plan and invest in the creation of the Springwood Central State School as a compact urban school with shared use facilities and public spaces.	LCI, Parks, SLF, RIP, AV, EDS, State Government (DETE), Local Residents, Community	Long term
19	Master plan sports and community spaces for Cronulla Park and Lowe Oval: Prepare a precinct level master plan to identify future sport and community facilities or other land uses that can be established on Cronulla Park and Lowe Oval.	SLF, EDS, Parks, CS, AV	Completed
20	Invest in the delivery of sport and community spaces for Cronulla Park: Based on the recommendations of the Cronulla Park Master Plan undertake feasibility studies and advocate for the delivery of sport and community spaces in Cronulla Park.	LCI, Parks, SLF, RIP, EDS, CS, Local Residents, Community	Short term
21	Invest in the delivery of sport and community spaces for Lowe Oval: Based on the recommendations of the Lowe Oval Master Plan undertake feasibility studies and advocate for the delivery of sport and Community spaces in Lowe Oval.	LCI, Parks, SLF, RIP, EDS, CS, Local Residents, Community	Short term
22	Invest in the opportunities to utilise the Pacific Motorway (M1) as a city space: Identify opportunities and spaces across and adjacent to the Pacific Highway that can be utilised as future civic and community spaces.	LCI, Parks, SLF, RIP, EDS, AV, DTMR, Fed Government, Local Residents, Community Groups	Long term
23	Create landscape threshold spaces/entry statements at major road and open space intersections: Including: <ul style="list-style-type: none"> The intersection of Paradise Road/Meakin Park/Thompson Park/Mabel Park; and Compton Road and Slacks Creek Open space. 	LCI, Parks, MKT, EDS, RIP, Community and Business Groups	Long term
24	New civic park (town square): Identify a suitable site for the development of a new civic space; design and deliver a civic park suitable for outdoor markets; community gatherings and cultural events, outdoor performances and entertainment; outdoor dining; creating amenity for office workers and visitors.	EDS, SLF, LCI, Parks, CECE, CS	Medium term
25	Pacific Motoway Service Road green link: Streetscape enhancements inclusive of street planting and water sensitive urban design; smart street and pedestrian lighting; facilitate the undergrounding of power lines; public art and street furniture; and hardscape landscaping. This project should be concurrent with Project 30 - Upgrade M1 Motorway service roads as smart boulevards.	LCI, Parks, SLF, AV, RID, WI, RIP, EDS, Federal/State, DTMR, Local Business	Medium term

Social and Green Infrastructure

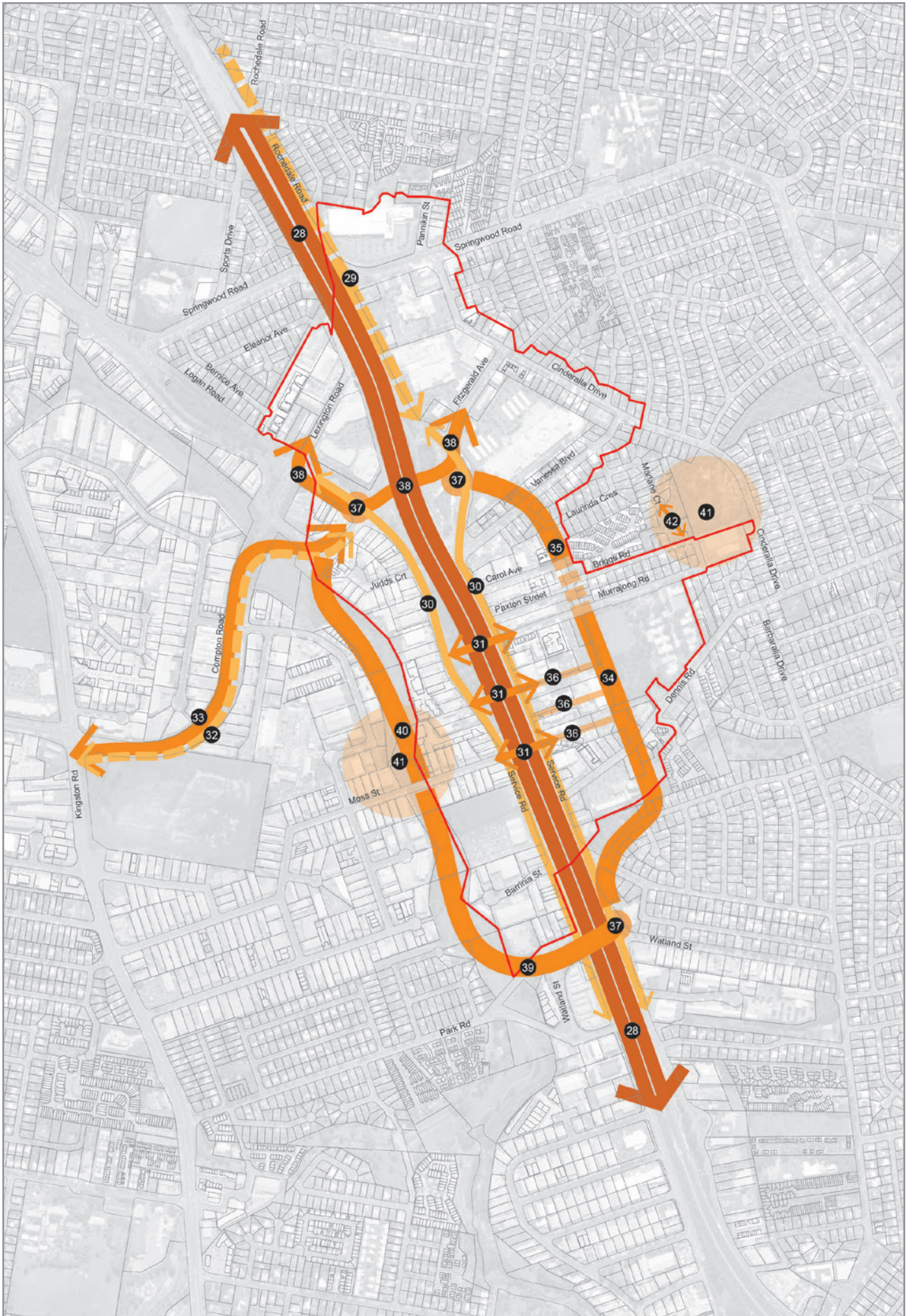


COMMUNITY INFRASTRUCTURE

Strengthening public and private sector community infrastructure that create a sense of social cohesion

	ACTIONS	STAKEHOLDERS	TIMING
26	Upgrade and expansion of the safety camera network: Upgrade and expand safety camera network inclusive of providing CCTV at key locations along the pedestrian and cycle network, focussing on pedestrian underpasses, the bus station, civic spaces and local shopping centres.	CS, EDS, AV	Short term
27	Civic and Community Precinct Plan: Prepare a precinct plan which includes a detailed feasibility study for the development of new community facilities that will ideally be co-located with a civic space or town square.	LCI, Parks, MKT, EDS, CS, SLF , Arts Queensland, Community and Business Groups	Medium term

Connections



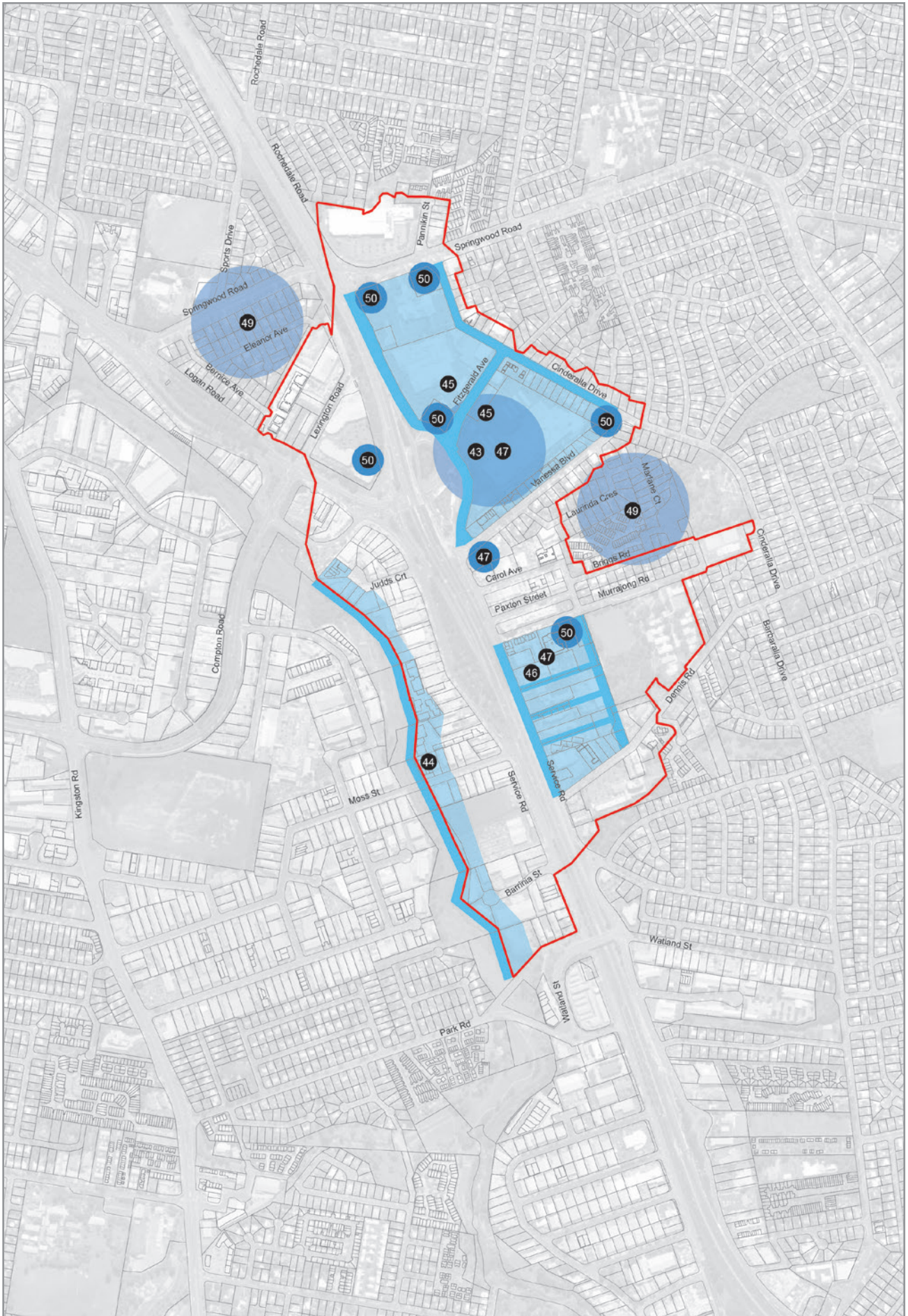


ACCESS AND MOVEMENT

Connect people physically, socially and digitally to their place and community

ACTIONS	STAKEHOLDERS	TIMING
<p>28 Widening of the M1 Motorway: Advocate for the widening of the M1 Motorway to improve accessibility to the activity centre.</p>	CF, EDS, RIP, AV, DTMR, Federal / State Government	Medium term
<p>29 Extension of the South East Busway: Advocate with the State Government to progress the detail planning for the extension of the South East Busway and advocate for the extension of the busway inclusive of station upgrades and integration with local transport networks.</p>	CF, EDS, RIP, AV, Federal/ State Government, DTMR	Medium term
<p>30 Upgrade M1 Motorway service roads as smart boulevards: Advocate for improving vehicular access (off/on ramps) to the M1 providing an excellent opportunity to improve the sense of arrival to Springwood. This project should be concurrent with Project 25 - Pacific Highway Service Road green link.</p>	CF, EDS, RIP, AV, Federal/ State Government, DTMR	Medium term
<p>31 Green bridge link over the M1 Motorway: Deliver a connection across the M1 inclusive of the creation of a light weight bridge structure to provide a connection across the highway.</p>	CF, EDS, RIP, AV, Federal/ State Government, DTMR	Long term
<p>32 Enhanced public transport network connection between Springwood (bus station) and Logan Central (train station): Advocate for the implementation of an improved public transport connection between the Springwood Activity Centre (the existing bus station and future busway extension) and the train station at Logan Central.</p>	EDS, RIP, AV, DTMR/Translink	Medium term
<p>33 Enhanced cycle network linking the Springwood and Logan Central centres: Deliver improved cycle connections along Compton Road to link the two activity centres.</p>	EDS, RIP, DTMR	Medium term
<p>34 Shared pathway between Dennis Road and Carol Avenue: Inclusive of a 3m wide shared pathway, fencing, lighting, CCTV, shaded structure and street furniture, landscaping (softscaping), public art, allowance for asbestos removal.</p>	RIP, MKT, EDS, CS, LCI, CS&AC, AV, Local Developers, DTMR/ Translink	Short term
<p>35 New Carol Avenue to Laurinda Crescent Shared Pathway: Inclusive of a 3m wide shared pathway, landscape and public art, shaded structure and street furniture, lighting, CCTV and acquisition of a property.</p>	RIP, RID, WI, MKT, EDS, CS, AV, LCI, CS&AC, State Government, Community/business	Short term
<p>36 New access laneways between the M1 Motorway Service Road and the proposed Carol Avenue link: Deliver new access laneways inclusive of LED lighting, CCTV, public art and hard and soft scape upgrades.</p>	EDS, CS, DA, RIP, AV, Key Landowners, Local Developers, DTMR	Long term
<p>37 Traffic modelling to identify intersection upgrades within the activity centre Identify major intersections with traffic modelling and intersection upgrade if required.</p>	EDS, RIP	Medium term
<p>38 Enhanced Pedestrian/Cycle Connection between Lexington Road, Springwood Bus Station & Fitzgerald Avenue: Inclusive of LED lighting, CCTV, public art and hard and soft scape upgrades; shared off road facilities; and integration of public art opportunities.</p>	EDS, CS, RIP, Parks, AV, DTMR, Translink	Short term
<p>39 Watland Street M1 Motorway overpass connection to the Slacks Creek Corridor up to Moss Street: Inclusive of rejuvenating the Slacks Creek Catchment, improved integration of cycling infrastructure with open space and integration with LED lighting, CCTV, public art and hard and soft scape upgrades; shared off road facilities; and integration of public art opportunities.</p>	RIP, RID, EDS, Parks, CS, AV, Various Community and Business Groups, Local Developers DTMR, Translink	Medium term
<p>40 Pedestrian and cycle connection from Compton Road to Moss Street along Slacks Creek Corridor: Inclusive of rejuvenating the Slacks Creek Catchment, improved integration of cycling infrastructure with open space and integration with a 3m wide pathway, landscaping, shaded structures and furnitures, public art and CCTV.</p>	EDS, Parks, RIP, CS, LCI, AV, HEW, Community and Business Groups, Local Developers, DTMR	Short term
<p>41 Public WiFi in Springwood Park: Providing free WiFi for Springwood Park, inclusive of installation, commissioning, communication and management of electrical, civil works and relevant site re-establishment, supply and installation of technology solutions, carriage backhauls, integration components, client support, access, security, installation coverage, scale performance, management services and ongoing support.</p>	EDS, MKT, AV, Media, CF Department of Communication and Arts, Federal/ State Government	Short term
<p>42 Pedestrian and cycle connection from Briggs Road to Marlane Court and Springwood Park: Linking Briggs Road to Marlane Court to enhance connection to the shopping centre and Springwood Park.</p>	RIP, EDS, Parks	Medium term

Precincts and Buildings



Precincts and Buildings



LAND USE

Facilitate precinct level master plans that support mixed land use opportunities and unlocking public and private sector investment

ACTIONS	STAKEHOLDERS	TIMING
<p>43 Car parking/multi modal strategy for the Springwood activity centre: To review the location and extent of short term parking, share car and share bike stations, future development and feasibility of multi-storey car parking station/s and a strategy to encourage higher levels of active and public transport use. Undertake a Parking Management Plan (PMP) for Springwood inclusive of establishing parking objectives, establish future management approaches, revising and establishing parking controls on a street by street basis, provide recommendations on pricing, permit, monitoring and enforcement considerations.</p>	RIP, EDS	Short term
<p>44 Slacks Creek Corridor precinct activation strategy: To unlock development potential and activate the Slacks Creek Corridor along the proposed new pedestrian and cycle path. Invest in the environmental, cleaning and 'greening' and urban farming initiatives as well as sporting, leisure and recreational facilities, active transport, public and street art and economic opportunities.</p>	EDS, Parks, HEW, LCI, Key Landowners, Local Developers	Short term
<p>45 Advocate with landowners of the shopping centre precinct to develop a precinct master plan: Work with private landowners of the Arndale and Springwood Mall Shopping centres to master plan and unlock the development potential, lifestyle and amenity opportunities for the shopping centre precinct.</p>	EDS, PA, RIP, CECE, Key Landowners, Local Developers	Medium term
<p>46 Murrajong Road South commercial precinct master plan: Prepare a general planning layout for the precinct, identify suitable new connections and development opportunities to unlock development potential, lifestyle and amenity opportunities.</p>	EDS, CECE, Key Landowners, Local Developers	Medium term
<p>47 Retail, events and business attraction strategy to attract new investments to the centre: Attract new investments into the centre inclusive of an analysis of existing retail tenancies; floor plates; vacancies; existing trends; key issues and investment opportunities; events that activate the centre for 24 hours daily; and land uses such as cinemas, offices, commercial uses, speciality retail and hotels.</p>	EDS, MKT, Various Business Groups, Local Developers	Medium term

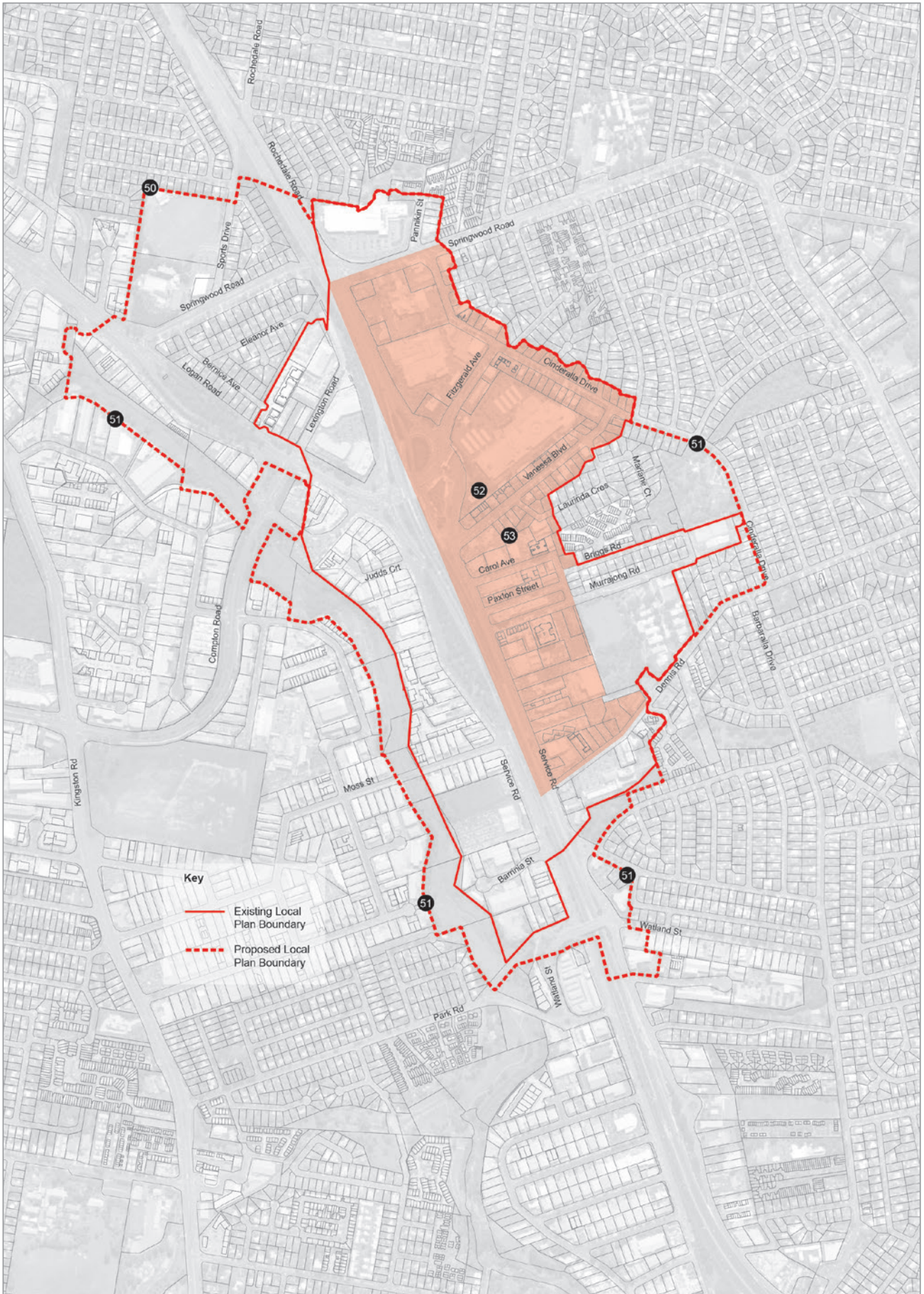


BUILT FORM

Site specific projects that incorporate exemplar and sustainable architectural outcomes

ACTIONS	STAKEHOLDERS	TIMING
<p>48 Feasibility study for the multi-storey car parking station/s in the activity centre: Prepare a feasibility study for the preferred sites for future multi-storey car parks, including the economic return and viable charging regimes, land valuations; leasing of sites and associated costs; viability of land acquisition, design criteria; further development opportunities; and the intent of the Greater Springwood Master Plan.</p>	EDS, RIP, Community and Business Groups	Completed
<p>49 Residential Accommodation Strategy to attract key workers to the centre: Develop a strategy to attract key workers to locate to the centre.</p>	EDS, Logan City Community Housing, Department of Housing and Public Works	Medium term
<p>50 Facilitate catalyst gateway/landmark buildings: Investigate potential and work with developers to develop landmark building at the prominent locations.</p>	EDS, DA, Key Landowners, Local Developers	Medium term

Policies and Strategies





GOVERNANCE

Identifying and empowering people involved in or affected by our planning and urban design process

	ACTIONS	STAKEHOLDERS	TIMING
51	<p>Simplify and amend the Local Plan Boundary: Inclusion of areas into the local plan seeks to ensure that development occurs in a considered, cohesive manner.</p>	EDS, MKT, CECE, RIP, DA, Community	Short term
52	<p>Springwood Place Branding Strategy: Develop a strategic marketing, engagement and media strategy that will define Springwood into the future and guide cohesive stakeholder engagement.</p>	MKT, EDS, Media Business, Community and Development Industry Stakeholders	Short term
53	<p>Develop an economic, environmental and social scorecard: Establish diverse qualitative and quantitative measures that provide government, businesses and the community with an indication of the overall environmental, social and economic benefits of the key catalyst projects.</p>	EDS, CECE, CS, Media, MKT, Community Stakeholders	Short term

The Ingredients of Good Placemaking



Collaboration and Creativity

- Urban renewal needs political will — report directly to the decision makers.
- Be collaborative and move beyond narrow interest groups or departments.
- Do an awful lot of market research — know your geo-economic space — develop a great business plan.
- Rely on independent and nationally respected champions.
- Know your strategic partners — build a coalition of the willing.
- Understand the extent of 'subsidies' so you can support rather than sponsor Government policies.
- Feature in regional conversations.
- Change the language but make sure the vision and messages are consistent.
- Be nimble — apply a light touch — maintain a level of agility.
- Know who makes or breaks your community.
- Find your Place champions — especially the young entrepreneurs.
- Be genuine in your engagement with the private sector.
- Continually engage with the community, local artists, performers, creative makers and thinkers.
- Don't just be fast, be certain and clear and don't move the goal posts.
- Accept that you don't always get it right.
- Relinquish control and the belief that you know all the answers.
- Pace is important — point to progress.
- Be deliberate not ordinary — be successful not controversial.
- Light a candle and the moths will come.
- Reinvest your profits back into the Place.

Context and Custodianship

- Urban renewal is a process measured in decades and across generations.
- Create a Place Manager / curator — move beyond assets and operational needs.
- City making not building.
- The sign of a great city or precinct is the strength of its cultural and artist life.
- Businesses are placing a greater emphasis on the cultural amenity of their host city.
- Create a compelling destination.
- Prioritise what is durable and real.
- Play to your local strengths and opportunities — enrich the locale.
- What makes you unique?
- What is your competitive advantage?
- Focus on authentic urban design outcomes instead of marketing, branding or tourism fads.
- Populate a space with a good (and timeless) idea.
- Communities don't care who delivers it.
- Deliver amenity and the estate works first where possible.
- Provide certainty at a local level by investing in physical, green and social infrastructure.
- Focus on catalytic interventions — half permanent and half temporary.
- Well placed community infrastructure is critical to urban renewal — it is your currency and contribution.
- Decide on how you will measure success and measure often — include an urban and social value.
- Allow qualitative performance based assessments.
- Invest in the process of getting there — keep implementation simple — what are the top five outcomes and how do we drive towards them.

Choice and Character

- Create a PLACE rather than simply constructing a building.
- Understand the power and relationship between public and privately owned land.
- Acquire land only if you need to and for 'city making' reasons.
- The scale of development is not just about the dollar but about the strategic outcomes.
- Don't rely purely on State led projects to kick start the renewal process they are important but take longer to deliver.
- Spend your time and money working with existing landowners — get mixed use development happening and move on.
- Don't under-estimate your contribution in providing developmental certainty, service and incentives.
- You can't legislate for innovation so don't rely on a code.
- Let the market decide — work with it — don't force it.
- Don't be a slave to the immediate market and be adaptive to long term trends.
- Target major tenants (civic, commercial, retail and institutional) that bring another place dimension.
- Focus on fine grain tenancies not just head offices and large floor plates.
- Attract and retain best practice businesses and industry leaders.
- Reward businesses and people who enhance the place experience.
- Promote speciality operators, festivals, exhibitions and events.
- Focus on employment sectors, job creation and essential services.
- Health and Education Services = Jobs (tertiary and vocational linkages are pivotal).
- Match an industry sector and skill set to your residents (workforce) and strategic vision.
- Job perception is linked to place perception.

Connections

- Urban renewal is about creating great streets not entry statements.
- Empower transport engineers to be part of the journey and the urban design story.
- Do a strategic network review — 'think' regionally and 'deliver' locally.
- Play the long game — get the urban structure right and stick with it.
- Quick access to a capital city is good but not essential.
- Focus on local hotspots that are complementary and well connected.
- Do the groundwork, make the connections, get uplift.

