















REDLANDS 2030 COMMUNITY PLAN

Breakthrough Projects Report

Period: July 2010 – June 2012

Table 1: Breakthrough Projects progress snapshot (2010 to 2012)

| Breakthrough projects | Project manager | Progress indication | Summary of progress so far (2010 – 2012) | Partners 2010 - 2012 |
|---|--|---|---|--|
| The Seven Cs Project | City Planning and Environment |  | <ul style="list-style-type: none"> Seven C's Connection Strategy adopted. Key aspects of the network included in Council's <i>Draft Open Space Strategy</i>. | <ul style="list-style-type: none"> Cross-Council (City Spaces and City Infrastructure) |
| Green Lane Diaries | City Planning and Environment |  | <ul style="list-style-type: none"> Supported community education program. Total 5 different schools in Redlands participated (3 in 2010 and 4 in 2011). | <ul style="list-style-type: none"> Schools in Redlands Green Cross Australia Cross-Council (Indigiscapes, City Spaces) |
| Growing Community Gardens | Community Futures |  | <ul style="list-style-type: none"> Process established, budgeted, land identified and transitioned program coordination to Indigiscapes. Total 4 community gardens. Potential garden locations identified in <i>Draft Open Space Strategy</i>. | <ul style="list-style-type: none"> Non-government organisations Cross-Council (Indigiscapes, City Spaces) |
| Landmark Waterfront Parklands | City Planning and Environment |  | <ul style="list-style-type: none"> Completed upgrades to Wellington Point, Victoria Point and first two stages of Cleveland Point reserve. | <ul style="list-style-type: none"> Federal Government and State Government agencies Rotary Club of Cleveland |
| Minjerriba Knowledge Centre | Community Futures |  | <ul style="list-style-type: none"> Feasibility study outlined 4 development options and funding and management implications. Endorsed as a key priority in Council documents. | <ul style="list-style-type: none"> Quandamooka Traditional Owners Federal funding State Government agencies |
| Sustainable Redlands Study | City Planning and Environment |  | <ul style="list-style-type: none"> Established robust methodology. Completed study and report adopted by Planning Policy Committee (7 December 2011) | <ul style="list-style-type: none"> Consultant - Halcrow Peer review group - 3 academic experts Cross-Council |
| Revitalising Cleveland and Capalaba Hearts | Economic Development |  | <ul style="list-style-type: none"> Cleveland Centre and Capalaba Centre Master Plans adopted. Sale of Council land in Capalaba for development and activation. Cleveland Incentives Program. | <ul style="list-style-type: none"> Federal Government and State Government agencies Cross-Council (8 work units) Capalaba developer |
| Increasing Education Options | Economic Development / Community Futures |  | <ul style="list-style-type: none"> MOU with MSIT which supported program in which 35 businesses from Capalaba/Cleveland participated. Supported Redlands Workplace Training Group which placed approx. 1850 students. | <ul style="list-style-type: none"> State Government Metropolitan South Institute of TAFE (MSIT) Redlands Workplace Training Group |
| Southern Redlands Health and Wellbeing Centre | Community Futures |  | <ul style="list-style-type: none"> Investigations tested and confirmed community and service needs. Business case with options for government and private sector partnerships completed. Project on hold. | <ul style="list-style-type: none"> Private sector Queensland Health Griffith University Non-government organisations Cross-Council (8 work units) |
| Youth Enterprise Centre | Community Futures /Strengthening Communities |  | <ul style="list-style-type: none"> Received Federal funding. Established youth space x 3 yrs | <ul style="list-style-type: none"> Federal Government The Cage Youth Foundation Cross-Council (Community and Cultural Services) |
| Redlands 2030 Community Committee | Community Futures /Corporate Governance |  | <ul style="list-style-type: none"> Investigated options in accordance with legislation and regulations. Developed and resourced process to inform strategic alignment/priorities. | <ul style="list-style-type: none"> Cross-Council (Executive Leaders Group, Communications and Information Management). |
| Better Communication, Strong Engagement | Communications |  | <ul style="list-style-type: none"> Developed innovative engagement activities and applied to key activities with strong community interest. Created "Redlands Pulse" online survey | <ul style="list-style-type: none"> Cross-Council (Information Management, project officers/managers) Business and community sectors. |

Key:  Progressing well, meeting objectives, on budget on time
 Progressing but requires monitoring
 Caution, not meeting planned objectives, needs focused attention

Redlands 2030 Community Plan Breakthrough Projects Report

Purpose

This report highlights the progress of breakthrough projects over two years since the adoption of the Redlands 2030 Community Plan in May 2010. The report provides a summary of information on key achievements and future activities, partnerships, risks, issues and financial considerations.

The purpose of this report is to:

- monitor the progress of Redlands 2030 breakthrough projects,
- highlight the achievements of the breakthrough projects between 2010 to 2012,
- provide an overview of the status and future plans of breakthrough projects and any substantive risks and issues.

Background

The Redlands 2030 Community Plan, adopted by Council in April 2010, is an articulation of the community's 20 year vision for the Redlands.

The plan outlines eight (8) desired outcome areas – Healthy Natural Environment, Green Living, Embracing the Bay, Quandamooka Country, Wise Planning and Design, Supportive Vibrant Economy, Strong and Connected Communities, and Inclusive and Ethical Governance. Each of the eight outcome areas identify one or two breakthrough projects which were considered to be powerful or inspiring projects to drive achievement of Redlands 2030, and for which there was a clear commitment by Council or the community.

Breakthrough projects are key elements in the realisation of the 2030 vision. Reporting on their progress ensures that Council's activities are contributing to the achievement of the Redland 2030 vision. **Table 1 above gives a snapshot of progress for the first two years into the 10 year plan.** A more detailed overview is provided in the report.

This report is complemented by the *Redlands 2030 Monitoring and Review Report 2010 to 2012* and *Policy and Strategy Map 2010 to 2012*.

Financial Overview

In April 2010 the financial implications of Redlands 2030 were provided to Council as part of the adoption of the Redlands 2030 Community Plan. **Table 2 shows the 2010 projected costings** for each breakthrough project. The costings appear to have been accurate with the exception of 'Revitalising Cleveland and Capalaba Hearts' which will require redirected resources to be determined following the development of Council's new economic development, business and tourism strategy (in 2012/13).

Table 2: Financial summary

| Breakthrough project | Projected costings April 2010 | 2012 costings |
|---|--|---|
| The Seven C's Project | Funding for report and implementation strategy allocated already. No cost allocation for alignment with Capex, potential use of infrastructure charges and the environmental land acquisition program. | Cost neutral - using internal resources, Redlands Planning Scheme review has own budget. Seven C's is used as a planning and assessment guide for the construction of cycleways and pathways which have Capex funding. |
| Green Lane Diaries | Pilot funded through operational budget/green levy. | Sponsorship funding (\$5,000 annually) |
| Growing Community Gardens | No cost allocation for policy development. | Applications made through Council's community grants programs and external funds. |
| Landmark Waterfront Parks | Federal Government grant and trunk infrastructure budgets. | \$430,000 Capex for final stage of Cleveland Point reserve upgrade. |
| Minjerriba Knowledge Centre | Feasibility study contains a financial strategy. Some future funds allocated for design and capital works. | \$650,000 Capex 2013 – 2015. |
| Sustainable Redlands Study | Operational funds already allocated. | Project completed. |
| Revitalising Cleveland and Capalaba Hearts | Operational funds already allocated. | Resource allocation to be informed by new economic development, business and tourism strategy (2012/13). |
| Increasing Education Options | Does not require additional resources at this stage of development. | Internal staff resources. |
| Southern Redlands Health and Wellbeing Centre | Capex budget for land purchase and facility development. | Public-private partnerships essential. |
| Youth Enterprise Centre | Federal Government grant. | Federal Government grant ceased 2012. Potential to refocus work and reprioritise current youth development program funding. |
| Redlands 2030 Community Committee | Minimal establishment costs. | \$10,900 in 2012/13 operational budget. |
| Better Communication, Stronger Engagement | Operational funds already allocated for reviewing/improving communications activities. Additional budget required to enhance options. | \$6,250 in 2012/13 operational budget. |

NOTE: CAPEX – Council's 10 year Capital Works Program

Redlands 2030 Outcome 1 Healthy Natural Environment

| Outcome 1 Vision | 2010-2012 Progress Indicator |
|--|------------------------------|
| A diverse and healthy natural environment, with an abundance of native flora and fauna and rich ecosystems will thrive through our awareness, commitment and action in caring for the environment. | The Seven Cs Project |

1.1 The Seven Cs Project

Project description (as detailed in R2030):

“In 2010, Council will begin a project that will create a set of major green corridors and recreation pathways across the entire Redlands.

*The project will kick-start achievement of the Redlands 2030 goal to create **extensive wildlife linkages and corridors**. It will harness the power of seven ‘Cs’ – communities, centres, cities, catchments, culture, conservation areas and citizens – to connect people, plants and animals across private, Council and public land.*

The Seven Cs project will increase recreational pathways and wildlife corridors, both high priorities for the people of the Redlands.”

Major Achievements (2010 – 2012):

- ✓ Council adopted the Seven C's Connection Strategy on 29 June 2011.
- ✓ Technical document translated into a customer friendly version and posted on Council website.
- ✓ Seven Cs individual brand designed.
- ✓ Key aspects of the trail network recognised in Council's *Draft Open Space Strategy*.
- ✓ Development of pathways and networks such as the cycleway trunk network (approximately 3,800 metres of network developed) and pathways at Victoria Point (1,500 metres developed).

1.1 The Seven C's Project Status and Future Plans

| Planned Activities (City Planning and Environment) | Risks and Issues | Financial considerations |
|--|--|---|
| 2012-2013 <ul style="list-style-type: none"> Key aspects of the trunk network being incorporated into the natural environment decision support and the outdoor recreation services project. Informs RPS 2015, infrastructure (e.g. cycleways) planning and assessment. Beyond 2013 <ul style="list-style-type: none"> Promote to the community to support network development and encourage use. Partnerships <ul style="list-style-type: none"> State Government Private land owners Cross-Council (Sustainable Assessment, Community Standards, City Spaces, City Infrastructure, Community Futures and Communications) | Risks <ul style="list-style-type: none"> No issues identified. Issues <ul style="list-style-type: none"> No issues identified. | <ul style="list-style-type: none"> Cost neutral – using internal resources. Redlands Planning Scheme 2015 (RPS 2015) has its own development budget over three years. |

Redlands 2030 Outcome 2 Green Living

| Outcome 2 Vision | 2010-2012 Progress Indicator |
|---|------------------------------|
| Our green living choices will improve our quality of life and our children's lives, through our sustainable and energy efficient use of resources, transport and infrastructure, and our well informed responses to risks such as climate change. | Green Lane Diaries |
| | Growing Community Gardens |

2.1 Green Lane Diaries

Project description (as detailed in R2030):

*"Learning about **behavioural change**, one of the most important Redlands 2030 Green Living goals, starts at school! Beginning in 2010, Council and Green Cross will roll out a community education project to raise children's awareness of the impacts their choices have on the natural environment.*

This international award-winning initiative teaches 10-12 year olds how to develop sustainable behaviour. Students in the Redlands will be among the first in Australia to start keeping Green Lane Diaries".

Major Achievements (2010 – 2012):

- ✓ Initiated Council participation in Green Lane Diary school curriculum-linked education program.
- ✓ Since 2010, a total of five schools in Redlands have participated - Cleveland Primary, Victoria Point State, Dunwich State, Redland Bay State and Wellington Point State. Of these schools, three participated in 2010 and four in 2011.
- ✓ Provided support to Green Cross Australia to develop an information awareness program on high tide levels.

2.1 Green Lane Diaries Project Status and Future Plans

| Planned Activities (City Planning and Environment) | Risks and Issues | Financial considerations |
|--|--|--|
| 2012-2013 <ul style="list-style-type: none"> Transitioning program coordination to Environmental Education, Indigiscapes. Promotion on Council websites. Apply for funding through Council's sponsorship program. Beyond 2013 <ul style="list-style-type: none"> Continued through Indigiscapes. Partnerships <ul style="list-style-type: none"> Primary schools in Redlands Green Cross Australia. | Risks <ul style="list-style-type: none"> Risk to reputation for Council if funding is discontinued – Green Lane Diaries is a well-established program with around 95% of Queensland schools participating. Issues <ul style="list-style-type: none"> Alternative funding options – sponsorship funding may be more appropriate to program than funding through operational budget or environmental levy. | <ul style="list-style-type: none"> \$5,000 annual cost. |

2.2 Growing Community Gardens

Project description (as detailed in R2030):

*“In consultation for Redlands 2030, Redlands people were very positive about community gardens and other ways to support **local food production**. Community gardens are areas where people in a community can come together to grow food and other produce. Community gardens create a sense of place, promote good health and nourish community connectedness.*

Council will support community groups to establish community gardens on suitable public land, and will encourage groups to use Council grants as ‘seed money’ for their gardens.”

Major Achievements (2010 – 2012):

- ✓ Council endorsed the Community Gardens Policy and Strategy on 15 December 2010.
- ✓ Community Gardens Guidelines and Information Kit developed.
- ✓ Provided organisational development support including making financial support available through Council's Community Grants process.
- ✓ Established program and transferred management responsibilities to Indigiscapes, City Spaces.
- ✓ Identified suitable sites (through Council's *Draft Open Space Strategy*) and mapped potential sites on Council land for future community gardens.
- ✓ Total 5 community gardens supported – Russell Island Community Garden, Wellington Point State School Bush Tucker Garden, Oaklands Street Community Garden and Bay Islands Community Garden.

2.2 Growing Community Gardens Project Status and Future Plans

| Planned Activities (City Spaces) | Risks and Issues | Financial considerations |
|---|---|---|
| 2012-2013 <ul style="list-style-type: none">• Administered by Indigiscapes, City Spaces.• Accessed through Council's Community Grants program.• Tender of significant community resource (Runnymede) may support a community garden.• Sites identified in Council's <i>Draft Open Space Strategy</i>. Beyond 2013 <ul style="list-style-type: none">• Continued through Community Grants. Partnerships <ul style="list-style-type: none">• Participating community groups such as Connect2group, Bay Islands Men's Shed Inc. and Russell Island Community Garden. | Risks <ul style="list-style-type: none">• Ongoing volunteer capacity and cohesion. Issues <ul style="list-style-type: none">• No issues identified. | <ul style="list-style-type: none">• Access to Council's Community Grants program (total \$160,000 in 2012/13 budget). |

Redlands 2030 Outcome 3 Embracing the Bay

| Outcome 3 Vision | 2010-2012 Progress Indicator |
|--|-------------------------------|
| The benefits of the unique ecosystems, visual beauty, spiritual nourishment and coastal lifestyle provided by the islands, beaches, foreshores and water catchments of Moreton Bay will be valued, protected and celebrated. | Landmark Waterfront Parklands |

3.1 Landmark Waterfront Parklands

Project description (as detailed in R2030):

“Public access to the Bay for walking, playing, fishing, boating and other activities is a very high priority for Redlands residents and visitors. Three waterfront parkland redevelopments bring better facilities and more attractive environments to much loved foreshore areas at Wellington Point, Victoria Point and Cleveland Point.

New boat ramps, jetties and recreation facilities will make these Point Parklands true gateways to Moreton Bay.”

Major Achievements (2010 – 2012):

- ✓ Wellington Point Reserve upgrade completed.
- ✓ Victoria Point Reserve car park and waterfront promenade completed and new playground and picnic facilities within the reserve completed.
- ✓ Cleveland Point Reserve roadway and car park upgrade, new playground, amenities building, picnic shelters and barbecues completed.
- ✓ Provided grant to Rotary Club of Cleveland for public art at Cleveland Point Reserve.

3.1 Landmark Waterfront Parklands Project Status and Future Plans

| Planned Activities (City Spaces) | Risks and Issues | Financial considerations |
|--|--|--|
| 2012-2013 <ul style="list-style-type: none"> Completion of final upgrade for Cleveland Point Reserve - perimeter footpath and plinth area has detailed design and is expected to be completed by March 2013. Beyond 2013 <ul style="list-style-type: none"> Investigate completion of upper level to Victoria Point Reserve. Engage with State Government for upgrade to Victoria Point jetty. Partnerships <ul style="list-style-type: none"> Federal Government and State Government agencies | Risks <ul style="list-style-type: none"> No risks identified. Issues <p>No issues identified.</p> | <ul style="list-style-type: none"> \$430,000 in 2012/13 budget for completion of Cleveland Point Reserve. |

Redlands 2030 Outcome 4 Quandamooka Country

| Outcome 4 Vision | 2010-2012 Progress Indicator |
|---|------------------------------|
| The rich Aboriginal heritage of the Redlands (Quandamooka) and the Traditional Owners' ongoing custodianship of Quandamooka land and waters will be widely understood and respected, and we will work together for the future of Quandamooka Country. | Minjerriba Knowledge Centre |

4.1 Minjerriba Knowledge Centre

Project description (as detailed in R2030):

*"The proposed Minjerriba knowledge centre for North Stradbroke Island will make a huge contribution to achieving the Redlands 2030 goals of **community education** and **an enduring, living culture**.*

Inspired by the work of the late Oodgeroo Noonuccal (Aunty Kath Walker) and the Quandamooka peoples' long held dream for a cultural centre on North Stradbroke Island, Council is working with local Aboriginal organisations to secure support for a Minjerriba Knowledge Centre. The centre is imagined as a keeping place for precious records, images and artefacts; a space for presenting intangible knowledge including traditional songs and dances; and a site for storytelling, exhibitions, a library and research.

Council is exploring partnerships, first with community, and then government and business investors, with the aim of finalising governance, finance and construction arrangements by 2014."

Major Achievements (2010 – 2012):

- ✓ Endorsed as a key priority in Council documents – *Priority projects for the Redlands: Redlands - to 2030 and beyond, Building Strong Communities: Redlands Social Infrastructure Strategy 2009, Our City, Our Culture – A Cultural Plan for the Redlands 2008 – 2018*, and included in State Government vision for North Stradbroke Island – *Economic Transition Strategy*.
- ✓ Completed the "Indigenous Knowledge Centre Feasibility Study" which includes four options for development and funding and management implications.
- ✓ Identified in native title negotiations with Quandamooka Traditional Owners.
- ✓ Requested and lobbied for the State Government to include a knowledge centre in the North Stradbroke Island Strategy.

4.1 Minjerriba Knowledge Centre Project Status and Future Plans

| Planned Activities (Community Futures) | Risks and Issues | Financial considerations |
|---|---|--|
| 2012-2013 <ul style="list-style-type: none"> Work with the Quandamooka people through their native title prescribed body corporate, Quandamooka Yoolburrabee Aboriginal Corporation (QYAC), to set priorities, process and timing to develop the project, including identifying potential partnerships and governance arrangements. Beyond 2013 <ul style="list-style-type: none"> Determine model, site and management arrangements. Partnerships <ul style="list-style-type: none"> Quandamooka people. Federal Government and State Government agencies. Private and corporate sponsors. | Risks <ul style="list-style-type: none"> Criticality of Aboriginal ownership, leadership and management. Loss of opportunity to develop a centre with potential historical, cultural and tourism benefits. Issues <ul style="list-style-type: none"> Competing priorities for the Quandamooka people, including the management and coordination of various other projects of significance. Quantum and timing of partnership support from other levels of government. | <ul style="list-style-type: none"> \$15,000 in 2012/13 budget to support Quandamooka Aboriginal partnerships. \$650,000 in Capex for design and construction. Timing and management of project to be determined by Traditional Owners. Will require external partnership funding. |

Redlands 2030 Outcome 5 Wise Planning and Design

| Outcome 5 Vision | 2010-2012 Progress Indicator |
|--|------------------------------|
| <p>We will carefully manage population pressures and use land sustainably while advocating and taking steps to determine the limits of growth and carrying capacity on a local and national basis, recognising environmental sensitivities and the distinctive character, heritage and atmosphere of local communities.</p> <p>A well-planned network of urban, rural and bushland areas and responsive infrastructure and transport systems will support strong, healthy communities.</p> | Sustainable Redlands Study |

5.1 Sustainable Redlands Study

Project description (as detailed in R2030):

“A strong theme running through Redlands 2030 is the need to balance population growth with the Redlands lifestyle and the natural environment. The community expressed a strong desire for population numbers to stay within the carrying capacity – the number of people the local environment can support without significant negative impacts.

*To achieve the goal of a **sustainable carrying capacity** for the Redlands, Council is commissioning a study that identifies sustainable population and dwelling numbers for the Redlands, bearing in mind the vision and values of Redlands 2030.*

This study will inform future planning, including the review of the Redlands Planning Scheme and associated strategies.”

Major Achievements (2010 – 2012):

- ✓ Established a robust methodology for qualitative and quantitative assessment of key sustainability indicators by:
 - engaging a consultant to identify critical elements to sustainability and develop a methodology,
 - forming a Peer Review Group comprising of academic experts such as Professor Neil Sipe (Head of School, Environmental Planning, QUT), Murray Lane (PHD student, QUT) and Paul Summers (Planning/Sustainability Consultant) that reviewed and recommended amendments to the methodology and scope of the study,
 - conducting an internal workshop.
- ✓ Developed a ‘baseline’ scenario of dwellings and population numbers for Redlands, and developed future growth scenarios for 2021 and 2031.
- ✓ Assessed scenarios against 13 indicators including housing supply and diversity, vegetation and biodiversity change, employment, condition of local waterways, access to recreation, access to foreshore areas and Moreton Bay, connectivity, productive land, community facilities, health and wellness, crime and justice, transport and education.
- ✓ Council adopted the Sustainable Redlands Study in December 2011.

5.1 Sustainable Redlands Study Project Status and Future Plans

| Planned Activities (City Planning and Environment) | Risks and Issues | Financial considerations |
|---|---|---|
| 2012-2013 <ul style="list-style-type: none"> Inform RPS 2015. | Risks <ul style="list-style-type: none"> No risks identified. | <ul style="list-style-type: none"> Cost neutral – using internal resources. |
| Beyond 2013 <ul style="list-style-type: none"> Implement sustainable factors into the RPS 2015. | Issues <ul style="list-style-type: none"> No issues identified. | <ul style="list-style-type: none"> RPS 2015 has its own development budget over three years. |
| Partnerships <ul style="list-style-type: none"> Cross-Council as part of the RPS 2015 process. | | |

Redlands 2030 Outcome 6 Supportive Vibrant Economy

| Outcome 6 Vision | 2010-2012 Progress Indicator |
|---|--|
| Businesses will thrive and jobs will grow from opportunities generated by low impact industries, cultural and outdoor lifestyle activities, ecotourism and quality educational experiences. | Revitalising Cleveland and Capalaba Hearts |
| | Increasing Education Options |

6.1 Revitalising Cleveland and Capalaba Hearts

Project description (as detailed in R2030):

*“Once master plans for **redeveloped commercial centres** of Cleveland and Capalaba are finalised in 2010, Council will take an entrepreneurial approach to invigorating these important regional centres. Council will proactively recruit businesses, education and service providers as well as encourage a range of housing options to position the Cleveland and Capalaba hearts as thriving principal regional centres.*

These two centres are our civic, commercial and cultural hubs with good transport and the potential to boost our economy and create local jobs, both important Redlands 2030 goals.”

Major Achievements (2010 – 2012):

- ✓ Cleveland Centre Master and Implementation Plan and Capalaba Centre Master Plan adopted.
- ✓ Cleveland Centre and Capalaba Centre individual brands designed and launched.
- ✓ Initiated agreements with Translink to construct a Park and Ride facility at Capalaba.
- ✓ Included proposed Eastern Busway (Capalaba) and delivery timeframes 2012 - 2026 in the South East Queensland Infrastructure Plan (SEQIP).
- ✓ Completed the Capalaba Regional Park.
- ✓ Conducted local business exhibition, CBD community consultation forums and business development workshops in partnership with State Development and local industry groups.
- ✓ Council land at Capalaba sold for purposes of CBD development and activation.

6.1 Revitalising Cleveland and Capalaba Hearts Project Status and Future Plans

| Planned Activities (Economic Development) | Risks and Issues | Financial considerations |
|--|---|---|
| 2012-2013 <ul style="list-style-type: none"> Establish taskforce to identify and facilitate redevelopment of Cleveland. Inform RPS 2015. Events with local business groups. Cleveland CBD Incentives Program Beyond 2013 <ul style="list-style-type: none"> Develop partnerships to attract investment and funding to implement projects identified in Master Plans. Negotiate transition/relocation of commercial properties in Capalaba. Manage development through implementation plan (see Master Plans) Investigate potential business exhibition Partnerships <ul style="list-style-type: none"> Private developers. State and Federal Government. Cross-Council | Risks <ul style="list-style-type: none"> Current investment climate continuing for the next 5 years. Retail sector downturn impacting short to medium term investment strategies. Retail leakage to Victoria Point and Carindale. Issues <ul style="list-style-type: none"> External business support. Cross-Council coordination - implementation/activation of the centres has been reactive and ad hoc. Requires proactive brokerage of partnership opportunities. Lack of State Government interest in decentralisation and relevant transport infrastructure. Timing and impact of Toondah Harbour Gateway Project from the Office of the Coordinator-General. | <ul style="list-style-type: none"> Ability of State Government to fund SEQIP for the Eastern Busway and Cleveland rail line duplication projects. Council resources to fund activation. Level of resource allocation for Central Business District Master Plans and activation will be assessed following adoption of new economic development, business and tourism strategy. |

6.2 Increasing Education Options

Project description (as detailed in R2030):

“Quality education choices in the local area are important to residents, particularly young people, and to businesses that need skilled staff. Council will pursue partnerships with TAFE and other tertiary education and training providers that enable Redlands residents to pursue education opportunities in their own community. New education opportunities will attract new resources and energy into the broader community and stimulate economic development.”

Major Achievements (2010 – 2012):

- ✓ Developed a memorandum of understanding with the Department of Education and Training, through the Metropolitan South Institute of TAFE (MSIT) to support the Small Business Solutions program - a State Government initiative giving small businesses access to one-on-one mentoring.
- ✓ 35 businesses from Capalaba/Cleveland participated in MSIT workshops plus other clients in the ‘one-on-one’ mentoring service.
- ✓ Supported the Redlands Workplace Training Group to provide work placements for high school students into local businesses. Approximately 1850 students were placed in 2010 to 2012.
- ✓ Identified ‘education island’ opportunities on NSI as part of the State Government’s *Economic Transition Strategy*.
- ✓ Fast-tracked assessment of development application for Mater Hospital nursing training facility in Middle Street, Cleveland.

6.2 Increasing Education Options Project Status and Future Plans

| Planned Activities (Economic Development and Community Futures) | Risks and Issues | Financial considerations |
|--|---|--|
| 2012-2013 <ul style="list-style-type: none"> • Provide a submission to the Queensland Skills and Training Taskforce (State Government) regarding the vocational education and training sector. • Work with existing employment agencies and the Chamber of Commerce to develop skills and encourage social enterprise. • Develop technology strategy for libraries to inform upgrades and new online services. Beyond 2013 <ul style="list-style-type: none"> • Advocate for outreach TAFE programs and apprenticeship schemes. • Encourage specifically targeted TAFE and University of the 3rd Age outreach courses held on SMI. • Progress NSI ‘education island’ opportunities Partnerships <ul style="list-style-type: none"> • University sectors. • TAFE (including the Metropolitan South Institute). • State Government. • Redlands Workplace Training Group. | Risks <ul style="list-style-type: none"> • Council libraries are underprepared for online education requirements due to lack of delivery of technology upgrades. • User-pays model will limit access to high speed digital networks. • Some parts of Redlands may not have high speed broadband access via National Broadband Network (NBN) rollout. • Loss of TAFE campus in Alexander Hills. • Redlands Workplace Training Group may disband. Issues <ul style="list-style-type: none"> • Requires scoping, project plan and allocation of responsibility. • Migration to online learning. | <ul style="list-style-type: none"> • Cost neutral – using internal resources. |

Redlands 2030 Outcome 7 Strong & Connected Communities

| Outcome 7 Vision | 2010-2012 Progress Indicator |
|---|---|
| Our health, wellbeing and strong community spirit will be supported by a full range of services, programs, organisations and facilities, and our values of caring and respect will extend to people of all ages, cultures, abilities and needs. | Southern Redlands Health & Wellbeing Centre |
| | Youth Enterprise Centre |

7.1 Southern Redlands Health & Wellbeing Centre

Project description (as detailed in R2030):

*“The Redlands will need additional infrastructure to achieve its goal of a **healthy community**. Council is pursuing opportunities in partnership with Queensland Health to develop an innovative community wellbeing hub in the southern Redlands. This wellness hub would incorporate a community centre, health services and an aquatic facility to cater for the needs of people in the growth areas of the southern Redlands as well as those from the Southern Moreton Bay Islands and Mount Cotton.”*

Major Achievements (2010 – 2012):

- ✓ Convened key stakeholders from State Government, Griffith University, non-government organisations and Council to:
 - scope the project
 - look at core services
 - explore funding and commercial partnership options.
- ✓ Received written confirmation from Queensland Health in 2011 to work with Council on this project.
- ✓ Undertook site investigations.
- ✓ Completed a report on funding and partnership models.
- ✓ Engaged with the private sector regarding public-private partnerships.
- ✓ Completed a business case including development options and whole-of-life costings.

7.1 Southern Redlands Health & Wellbeing Centre Project Status and Future Plans

| Planned Activities (Community Futures) | Risks and Issues | Financial considerations |
|--|--|--|
| 2012-2013 <ul style="list-style-type: none"> • Project on hold Beyond 2013 <ul style="list-style-type: none"> • Continue to encourage private providers and other state/federal agencies to see the needs of the area. Timing of project to be determined. Partnerships <ul style="list-style-type: none"> • Government agencies, private sector and education to stimulate economic growth as well as meet needs | Risks <ul style="list-style-type: none"> • Delays in provision of service and facilities to the community. • Loss of opportunity with private sector. • Failure to attract funding partnerships. Issues <ul style="list-style-type: none"> • Availability of land in right location. • Cap on infrastructure charges negatively impacts on Council's ability to deliver required community infrastructure | <ul style="list-style-type: none"> • Options range from \$45m (plus land) to \$nil as per business case. • |

7.2 Youth Enterprise Centre

Project description (as detailed in R2030):

*“Redlands people want the Redlands to be a **great place to grow up**. Council and The Cage Youth Foundation will open a Youth Space in Capalaba in 2010 that will provide new opportunities for young people to learn skills, start businesses, get support, make connections and have fun.*

The Cage Youth Foundation will manage the space, providing recreation activities, skills development, social enterprise projects and outreach services.”

Major Achievements (2010 – 2012):

- ✓ Delivered a youth space project in Capalaba called “The Cage Youth Space”, managed by the Cage Youth Foundation, with \$500,000 Federal Government funding grant.
- ✓ The Cage Youth Foundation delivers youth activities and programmes e.g. skill development, support for young mums, social enterprise, outreach programs, through the youth space.

7.2 Youth Enterprise Centre Project Status and Future Plans

| Planned Activities (Community and Cultural Services) | Risks and Issues | Financial considerations |
|--|---|--|
| 2012-2013 <ul style="list-style-type: none"> • Scope development of a Redlands Youth Innovation and Enterprise Hub. • Identify and engage key partners and stakeholders. Beyond 2013 <ul style="list-style-type: none"> • Establish and deliver a mainland Youth Innovation and Enterprise Hub. • Investigate youth enterprise opportunities on North Stradbroke Island and Southern Moreton Bay Islands. Partnerships <ul style="list-style-type: none"> • Government agencies (e.g. Queensland Health, TAFE), universities and non-government organisations. | Risks <ul style="list-style-type: none"> • Future of The Cage Youth Space is unknown as external funding is not secured. Issues <ul style="list-style-type: none"> • Costs of establishing a new service in constrained funding environment. • In addition to “drop in” or generalist youth services (provided by The Cage Youth Space), there is a need for skill development services on mainland and bay islands to provide leadership, training and educational support for young people. • Finding a suitable space within Redlands to deliver and coordinate a mix of youth services. • Finding the right mix to attract and engage young people whilst delivering effective services. | <ul style="list-style-type: none"> • Federal funding for The Cage Youth Space ceased 30 June 2012. • Council funding of The Cage Youth Space ceased 30 September 2012. |

Redlands 2030 Outcome 8 Inclusive and Ethical Governance

| Outcome 8 Vision | 2010-2012 Progress Indicator |
|--|---|
| Deep engagement, quality leadership at all levels, transparent and accountable democratic processes and a spirit of partnership between the community and Council will enrich residents' participation in local decision-making to achieve the community's Redlands 2030 vision and goals. | Redlands 2030 Community Committee |
| | Better Communication, Stronger Engagement |

8.1 REDLANDS 2030 COMMUNITY COMMITTEE

Project description (as detailed in R2030):

"To make sure Redlands 2030 is a living plan, Council will establish a community committee to assist in monitoring and measuring the plan's effectiveness. The Redlands 2030 Community Reference Group enriched the development of this plan, providing advice and feedback from across our diverse community. Now Council and the community want to build the momentum with a newly established committee and continue to work together to ensure the plan is delivered."

Major Achievements (2010 – 2012):

- ✓ Investigated options for community engagement monitoring and review in accordance with the *Local Government Act 2009* and *Local Government (Finance, Plans and Reporting) Regulation 2010*.
- ✓ Developed process for monitoring and review to inform Council strategic priorities.

8.1 Redlands 2030 Community Committee Project Status and Future Plans

| Planned Activities (Community Futures) | Risks and Issues | Financial considerations |
|---|---|---|
| 2012-2013 <ul style="list-style-type: none"> Report on progress of Redlands 2030. Deliver targeted drill-down engagement to investigate effective ways to deliver on priorities. Identify ways to streamline reporting and make strategic planning part of daily business. Beyond 2013 <ul style="list-style-type: none"> Align Community Plan mechanisms with corporate planning processes as per amendments to the <i>Local Government Act 2009</i>. Increase community responsibility to deliver priorities. Partnerships <ul style="list-style-type: none"> Business and community sectors. Cross-Council (Executive Leaders and Senior Management groups, breakthrough project managers and Communications). | Risks <ul style="list-style-type: none"> Ineffective cross-Council collaboration. Public concern. Issues <ul style="list-style-type: none"> Undertaking community engagement in an effective and streamlined manner. Relevance of external consultation given changes to <i>Local Government Act 2009</i>. Council's use of Redlands 2030 in strategic planning and alignment. | <ul style="list-style-type: none"> \$10,900 in 2012/13 budget. |

8.2 BETTER COMMUNICATION, STRONGER ENGAGEMENT

Project description (as detailed in R2030):

“Redlands 2030 goals include an informed community and broad, rich and deep engagement. Buoyed by the community’s enthusiastic response to creative techniques and intensive engagement in developing this plan, Council will develop a new community engagement strategy and new ways to communicate on a broader range of issues.”

Major Achievements (2010 – 2012):

- ✓ Adopted the Community Engagement Policy on 22 September 2010.
- ✓ Developed the *Draft Redland City Council Community Engagement Strategy 2012 to 2017* in accordance with the *Local Government Act 2009* and *Local Government (Finance, Plans and Reporting) Regulation 2010*.
- ✓ Developed innovative face-to-face engagement activities based on ‘open house’ and ‘speakout’ techniques and applied to key activities with strong community interest e.g. SMBI Integrated Local Transport Plan, Canal and Lakes Special Charges review, Kinross Road Masterplan
- ✓ Reviewed and upgraded online Community Feedback Network to create “Redlands Pulse”.
- ✓ Delivered training, such as facilitation, open house and International Association of Public Participation (IAP2) training, to increase Council’s ability to engage the community.
- ✓ Undertook the *Redland City Council Community Satisfaction Survey 2010* which involved 459 residents.

8.2 Better Communication, Stronger Engagement Project Status and Future Plans

| Planned Activities (Communications) | Risks and Issues | Financial considerations |
|--|--|--|
| 2012-2013 <ul style="list-style-type: none"> • Submit the <i>Draft Redland City Council Community Engagement Strategy 2012 to 2017</i> to Council for review. • Revise community engagement tracker system and advocate staff use. • Develop evaluation framework and feedback mechanisms. • Promote online resources – “Redlands Pulse” and “Have Your Say”. • Review Council’s Social Media Guidelines and Strategy. • Develop internal capacity through training and “Community Connection Centre” (peer learning forum). • Engagement advice and support for key projects (as required). • Biennial Community Satisfaction Survey. Beyond 2013 <ul style="list-style-type: none"> • Continue to provide staff training, engagement advice and support. • Continuously review and improve online and face-to-face engagement tools and techniques. Partnerships <ul style="list-style-type: none"> • Cross-Council (Information Management, project officers/managers) • Business and community sectors. | Risks <ul style="list-style-type: none"> • Failure to build partnerships necessary to implement Council decisions. • Project delays and financial cost burdens to Council. Issues <ul style="list-style-type: none"> • Staff capacity to effectively plan or implement necessary engagement to support key strategic decisions. • Capacity of Information Management to deliver and support online activities such as interactive online forums and social media. • Reporting back to community on outcomes of engagement and delivery/actions. | <ul style="list-style-type: none"> • \$6,250 in 2012/13 budget. |