

Our Future Redlands

A Corporate Plan to 2026 and Beyond

A copy for community consultation
30 September to 11 November 2020



Scan for information
and survey

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Our 2041 Vision

Connected communities. Enviable lifestyle. Embracing opportunities.

Our 2041 Goals

Draft City Vision and Goals

City Leadership

Our city is enriched through a spirit of collaboration and respect across Council and the community, which drives our shared community values and achieves outcomes for our people, place and prosperity.

Strong Communities

Our strong and vibrant community spirit is nurtured through services, programs, organisations, facilities and community partnerships that promote resilience, care and respect for residents of all ages, cultures, abilities and needs.

Efficient and Effective Organisation

Council employees are proud to serve and deliver continuous improvement, sustainable service delivery and valued customer service for the betterment of our community.

Thriving Economy

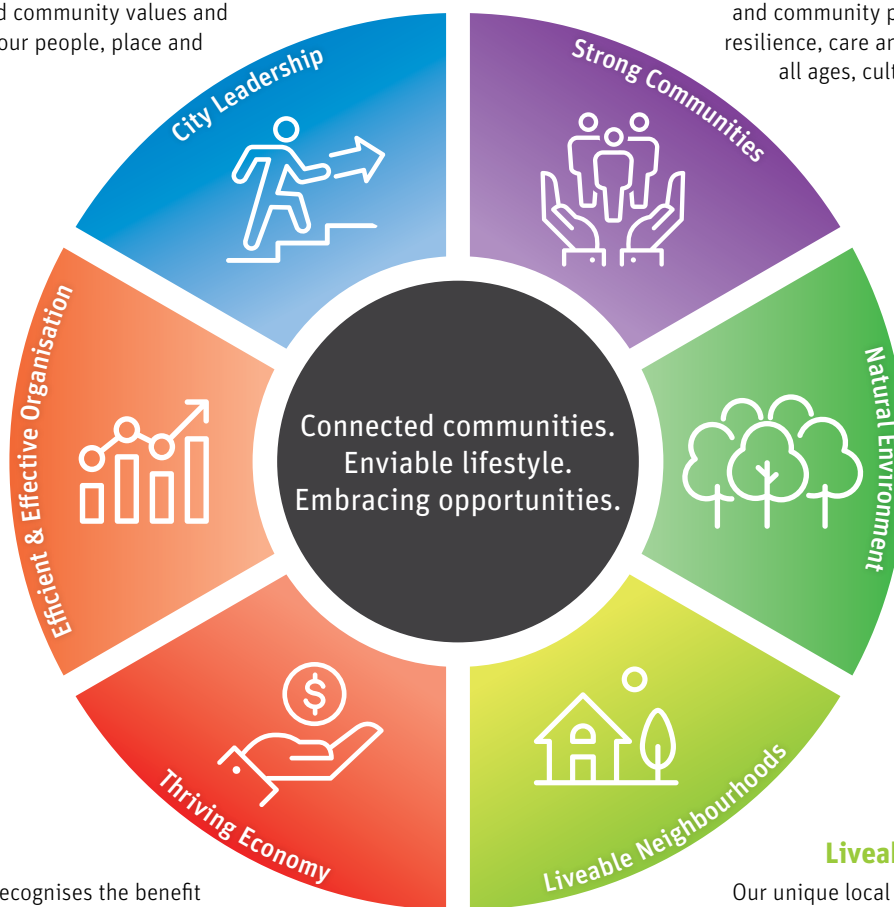
Our thriving economy recognises the benefit of our unique geography and is underpinned by enabling infrastructure, supportive policy and successful partnerships which maximise opportunity for growth in industry, job creation, innovation and investment.

Natural Environment

Our environment enhances our identity, lifestyle, wellbeing, economy and cultural values. Opportunities to be immersed in our naturally wonderful environment are harnessed, and drive our commitment to protect and enhance our natural assets.

Liveable Neighbourhoods

Our unique local lifestyle is enhanced by a well-planned network of island, urban, rural and bushland areas.





City Leadership

Our 2041 goal

Our city is enriched through a spirit of collaboration and respect across Council and the community, which drives our shared community values and achieves outcomes for our people, place and prosperity.





Our five-year plan

Our 2026 objectives

- 1.1 Display quality leadership by our elected Council, through transparent and accountable processes and effective communication that builds community trust.
- 1.2 Undertake meaningful community engagement to encourage participation in local decision making.
- 1.3 Create and maintain strategic and innovative partnerships to drive better outcomes for our city.
- 1.4 Advocate for services and funding across our city to enhance social, cultural, environmental and economic outcomes.

Catalyst Project

1. **South East Queensland City Deal** – Support Council's interests in aligning government priorities around common objectives and outcomes, to deliver a regional transformation that ignites the potential of South East Queensland.

2021-2026 Key Initiatives

1. Improve ways of engaging with our community to encourage participation in local decision making, and co-design of community outcomes.
2. Improve communication with our community to increase awareness and transparency around Council operations.
3. Develop a strategic framework to guide Council's advocacy efforts.
4. Advocate for all islands to be recognised in a regional status to create greater funding opportunities.

A large, light purple circular graphic on the left side of the page contains a white line-art icon of a family (two adults and a child) with their hands raised in a gesture of support or celebration.

Strong Communities

Our 2041 goal

Our strong and vibrant community spirit is nurtured through services, programs, organisations, facilities and community partnerships that promote resilience, care and respect for residents of all ages, cultures, abilities and needs.





Our five-year plan

Our 2026 objectives

- 2.1 Enhance the health, safety and wellbeing of our community through partnerships, inclusive services, networks, facilities and infrastructure.
- 2.2 Promote and celebrate our local heritage and diverse cultures through local arts, festivals and events to foster creativity and connectivity across the community.
- 2.3 Work with our Aboriginal and Torres Strait Islander communities, including the Quandamooka People to increase recognition, understanding, and respect for traditional culture and heritage.
- 2.4 Build our community's resilience to ensure that the community is prepared to adapt to change.
- 2.5 Enhance community inclusion where people of all ages, abilities and cultures can participate.

Catalyst Projects

1. **Redlands Coast Adventure Sports Precinct** – Advance the development of a new Redlands Coast Aquatic and Emergency Precinct that will provide a unique addition to the sport and recreation facilities in the Redlands while providing community and economic benefits for the city.
2. **Redlands Coast Sport and Recreation Precinct** - Progress Council's staged master-plan including sporting fields, club buildings, car parking, cycling tracks, recreation trails and spaces to play and explore.
3. **Redlands Health and Wellness Precinct** – Explore opportunities in the precinct for service integration to increase health services available to the Redlands Coast community, and a catalyst for local employment.
4. **Birkdale Community Land, Willard's Farm and Tingalpa Corridor** – Create a shared vision for the end use of the land.
5. **Strategic Property Planning Opportunities** – Maximise the community and economic benefit of Council-owned and managed land.

2021-2026 Key Initiatives

1. Strengthen the city's preparedness for the future through the implementation of the Smart and Connected City Strategy.
2. Develop and deliver initiatives to recognise and celebrate our local heritage.
3. Progress our reconciliation journey through the development of an externally facing Reconciliation Action Plan.
4. Continue to improve Council's capacity to deliver positive outcomes for Aboriginal and Torres Strait Islander communities, including the Quandamooka People, through policy, and cultural awareness and heritage training for elected members and Council staff.
5. Advocate for lifelong learning and capacity building opportunities to enable social, cultural and economic participation and enhance productivity.

A stylized, light green tree icon with a circular canopy and a vertical trunk, set against a dark green background. The tree is composed of simple, rounded shapes.

Natural Environment

Our 2041 goal

Our environment enhances our identity, lifestyle, wellbeing, economy and cultural values. Opportunities to be immersed in our naturally wonderful environment are harnessed, and drive our commitment to protect and enhance our natural assets.





Our five-year plan

Our 2026 objectives

- 3.1 Manage and maintain our natural assets and ecosystems, including wildlife protection, vegetation management, and marine and waterway health and values.
- 3.2 Actively encourage reduction, reuse and recycling of waste to support sustainable waste management principles.
- 3.3 Encourage visitors and residents to embrace and experience our natural assets including coastline, islands, marine parks and unique environment.
- 3.4 Support ecologically sustainable development through clear planning and policy.
- 3.5 Proactively manage climate change and extreme weather impacts through adaptive strategy and planning.

Catalyst Projects

1. **Coastline Activation** – Commence a strategy to activate the Redlands coastline including Cleveland Point land access improvements and other landside improvements across the city to encourage recreation and utilisation of its variety of waterfront spaces and places.
2. **Wastewater Treatment Plants** – Develop a strategy to review opportunities associated with Council's Waste Water Treatment Plants including new forms of energy.
3. **Waste Management** – Participate in the development of a regional waste plan, and develop a local Waste Recycling and Reduction Plan to move towards a zero waste future.
4. **Minjerribah Panorama Coastal Walk** – Progress next stages of this unique connection to enhance visitors' experiences, by harnessing key views and completing a safe pedestrian link between the Point Lookout Village and Cylinder Beach.

2021-2026 Key Initiatives

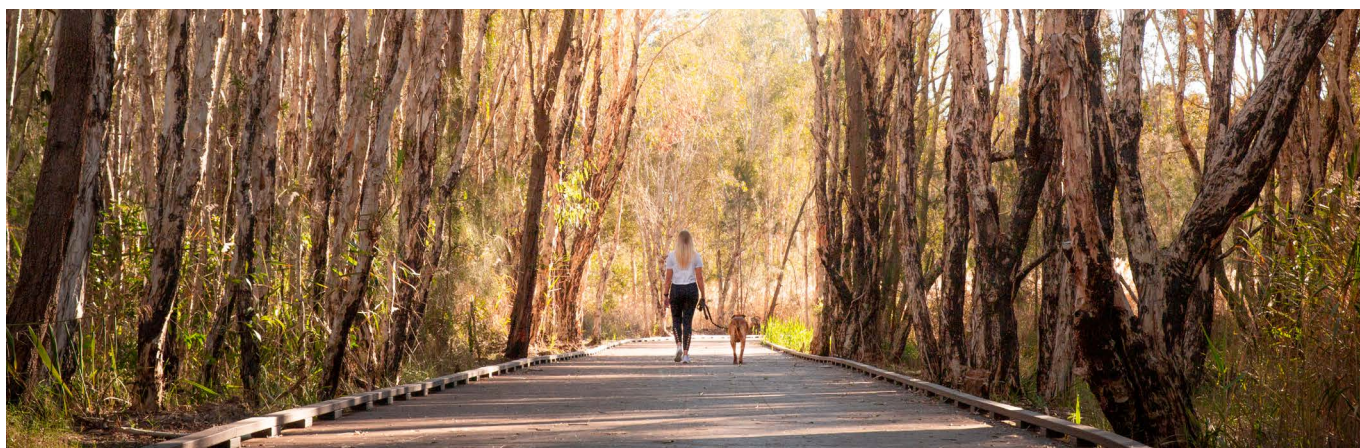
1. Continue to target rehabilitation, regeneration and habitat management works in key priority areas, based on strategic mapping and research.
2. Deliver Council's Koala Conservation Strategy and review and update the Koala Conservation Action Plan to commit to proactively preserve our Koala population.
3. Partner with the community to manage and maintain fire risk through Council's fire management program.
4. Explore and implement opportunities to proactively reduce Council's carbon footprint.
5. Continue to implement the Coastal Hazard Adaption Strategy to proactively manage the impact of climate change on our foreshores.
6. Support the transition to a circular economy for waste and participate in regional collaboration and other partnership opportunities to improve resource efficiency.
7. Partner with SEQ Water to contribute to the development of the Water 4 SEQ Plan.

Liveable Neighbourhoods

Our 2041 goal

Our unique local lifestyle is enhanced by a well-planned network of island, urban, rural and bushland areas.





Our five-year plan

Our 2026 objectives

- 4.1 Enhance the unique character and liveability of our city through co-ordinated planning, place-making, and management of community assets.
- 4.2 Maximise economic, environmental and liveability outcomes by creating greater connectivity and linkages within and beyond our city.
- 4.3 Increase community participation in active transport through improved infrastructure networks and behaviour change programs.
- 4.4 Sustainably manage growth and quality development in the city through planning, implementation and management of the Redland City Plan, Local Government Infrastructure Plan and Netserv Plan.

Catalyst Projects

1. **Active Transport Investment** – Pivot Council’s existing transport expenditure to deliver a step-change in active transport connectivity across the city, through improving cycling and pedestrian facilities.
2. **Southern Moreton Bay Islands Infrastructure** – Consolidate existing plans and strategies to develop a roadmap to improve infrastructure on the islands.
3. **Marine Public Transport Facility Program** – Progress the upgrade of the four Southern Moreton Bay Island ferry terminals and review development opportunities both on adjoining land and through the repurposing of existing structures for recreational purposes.
4. **Wellington Street and Panorama Drive Upgrade Program** – Deliver Stage 1 of the multi-stage upgrade of this major transport corridor.
5. **Place Management** – Develop an approach for place management in our city centres including the revitalisation of the Cleveland Central Business District and review of Council’s Cleveland administration building.
6. **Capalaba Town Centre Revitalisation Project** – Progress the outcomes of the expression of interest process to create a mixed use precinct, anchored by community facilities, commercial office and retail user groups with vibrant and activated spaces.

2021-2026 Key Initiatives

1. Undertake placemaking to enhance the liveability of our neighbourhoods
2. Finalise the Victoria Point Structure Plan to establish a framework to deliver a new residential community in south west Victoria Point supported by a range of new and upgraded State Government and developer funded infrastructure.
3. Develop a framework for an ongoing local area planning program to provide solutions to meet the specific needs of individual local areas and support their unique character and identity.
4. Engage our community to co-design the liveability of their neighbourhoods through planning, placemaking, and the management of community assets.

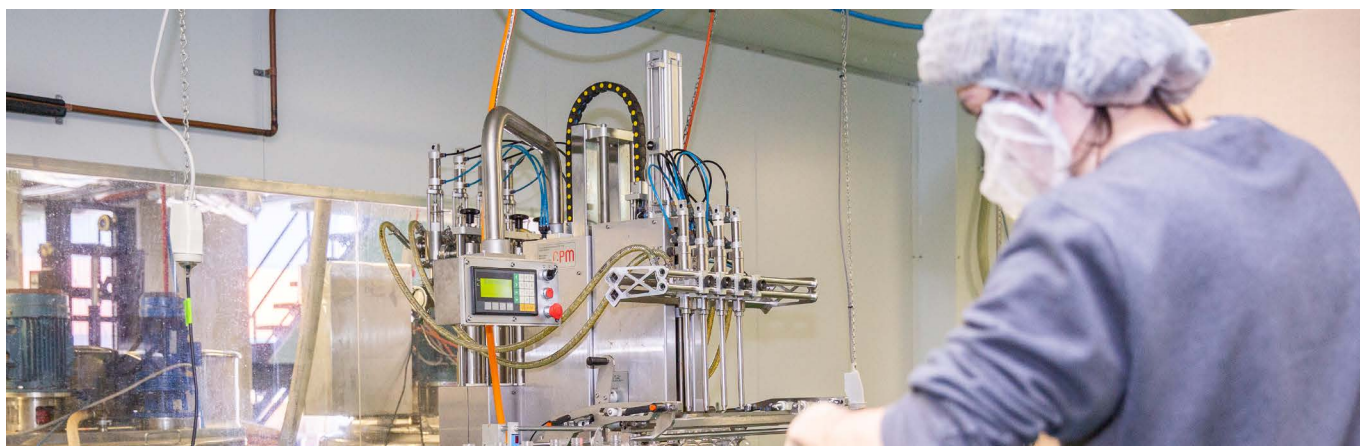


Thriving Economy

Our 2041 goal

Our thriving economy recognises the benefit of our unique geography and is underpinned by enabling infrastructure, supportive policy and successful partnerships which maximise opportunity for growth in industry, job creation, innovation and investment.





Our five-year plan

Our 2026 objectives

- 5.1 Increase the city's productivity and economic growth through the delivery of infrastructure and well-planned, vibrant, connected precincts and centres.
- 5.2 Foster development in key industries through national and international partnerships with the education sector, government, business, and industry stakeholders.
- 5.3 Harness opportunities for existing and emerging technologies and infrastructure to drive jobs of the future and encourage business and tourism growth.
- 5.4 Leverage Redlands Coast as a unique and diverse tourism destination to capture tourism market share and encourage and support local, national and international tourism.
- 5.5 Deliver activities, events, performances and experiences that bring social, cultural and economic benefits to the community.

Catalyst Projects

1. **Hilliards Creek including MacArthur Street Land** – Seek opportunities for investment in infrastructure for eco-friendly tourism and facilities that will benefit the community.
2. **Toondah Harbour Priority Development Area** – Progress Council's obligations under its Development Agreement with Economic Development Queensland and Walker Corporation to support the commitment to reinforce Toondah Harbour as the regional gateway to Moreton Bay and the islands.
3. **Weinam Creek Priority Development Area** – Progress Council's staged master-plan that will transform the waterfront of Redland Bay, provide community infrastructure for local families, improve the usability of the transport hub, attract visitors, create jobs and drive economic development in the area.

2021-2026 Key Initiatives

1. Continue to progress the Redlands Economic Development Framework 2041 and implement the key industry sector plans.
2. Promote Redlands Coast as a destination of choice through the delivery of the Redlands Coast Destination Management Plan.
3. Advocate for infrastructure to improve the city's digital connectivity.
4. Encourage circular economy opportunities among the community, industry, local businesses and entrepreneurs and assist in building capacity of businesses to realise opportunities.



Efficient and Effective Organisation

Council's 2041 goal

Council employees are proud to serve and deliver continuous improvement, sustainable service delivery and valued customer service for the betterment of our community.





Our five-year plan

Our 2026 objectives

- 6.1 Improve the efficiency and effectiveness of Council's service delivery.
- 6.2 Facilitate business transformation pathways for innovation, integration, and collaboration to meet the current and future needs of our city.
- 6.3 Continue developing our employees and culture to ensure a connected, resilient, inclusive and thriving workforce.
- 6.4 Demonstrate good governance through transparent, accountable processes and sustainable practices and asset management.
- 6.5 Promote a workplace where our employees actively care, support and protect the wellbeing of themselves and others.

Catalyst Project

1. **New Fibre Optic Network** – Deliver Council's fast fibre optic network to provide savings for Council's own existing operating costs, improve connectivity between Council sites, while also offering capacity to improve services for local businesses.

2021-2026 Key Initiatives

1. Review Council services to ensure we have the right offering, to meet our community needs and remain financially sustainable.
2. Focus on our employees, through the finalisation and implementation of our People Strategy and Safety Strategy.
3. Plan for and support new technologies and processes to deliver sustainable service delivery solutions that provide an improved customer experience.
4. Continue our asset management transformation by using improved data to shift from reactive to planned maintenance.
5. Improve our value for money delivery through the upgrade of our financial management system.
6. Strengthen internal efficiencies, external savings and Council's long-term sustainability to deliver on the Corporate Plan through implementation of strategic procurement practices.



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