

CENTRAL

GEELONG

ACTION PLAN

CENTRAL GEELONG TASKFORCE

December 2013



Central Geelong Action Plan: Creating a smart, thriving 21st century City

Foreword

The residents of the City of Greater Geelong and the broader region deserve a central Geelong that is a vibrant world class city. With the Geelong region expected to grow to 500,000 people by 2050 we will need to create a central city that is world class in its infrastructure and health and education services; diverse and dynamic in its retail, commercial, social and cultural activities; and offering a high level of public amenity attractive to residents, workers, shoppers, visitors and investors.

Central Geelong needs to redefine itself, attract investment, deliver employment opportunities, and provide a lifestyle that makes people want to live in the city centre and visit often. There has been much previous visioning and planning about Central Geelong, but in 2013 council made the decision to get serious about implementing change to central Geelong. To this end the council formed the Central Geelong Taskforce to develop an action plan with key identifiable projects.

To date the City of Greater Geelong has demonstrated a strong commitment to revitalising Central Geelong. Successful partnerships with State Government and other key players have been instrumental in stimulating investment in the now iconic waterfront, further major street works, and utilising this space for great events. We are now ready to further build on this activity.

It's time for action rather than words and this Central Geelong Action Plan is just that – about doing things in a staged and integrated way. The development of the Central Geelong Action Plan represents a 15 year action-orientated blueprint for attracting more investment and enticing more businesses and people to live, work, socialise, visit and play with the identification of 10 priority projects and a range of other key actions. This document provides a roadmap for securing funding and providing investor confidence in our Action Plan and our capacity to deliver.

The inputs and efforts of the Central Geelong Taskforce, Stakeholder Reference Group and Project Team in developing the Action Plan and those of the broader community, who enthusiastically brought their insight and ideas into the Action Plan development process, must be commended. This engagement and commitment is greatly appreciated.

As the project progresses into its implementation phase it will require council, city businesses, property owners and other stakeholders in Central Geelong as well as the broader community to support and embrace the actions to make them work. I look forward to working with all stakeholders and the wider community in putting these actions in place together.



Cr Michelle Heagney, Chair Central Geelong Taskforce, Councillor Brownbill Ward



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Executive Summary

The Central Geelong Action Plan is a fifteen year blueprint for focused action in Central Geelong to:

- create a smart, vibrant, thriving, liveable and successful 21st century city centre with a strong sense of identity and community
- bring transformational change to Central Geelong, building on its strengths and maximising its opportunities for investment, and
- signal an 'open for business' message stimulating all stakeholders to take positive action.

The Action Plan builds on current investment activity and Central Geelong's foundational strengths of learning, health and wellbeing, business and entertainment and the bay, as well as existing visioning projects such as **Vision 2**. Actions involving the public and private sectors as well as the broader Geelong community are centred on achieving three principles:

- more people living, working, learning and playing
- great infrastructure, and
- smart investment.

The Central Geelong Action Plan sets a number of targets to 2028 (the life of the Action Plan) around people living, working, studying and visiting Central Geelong as follows:

- at least 10,000 people to be living in Central Geelong
- a reduction in ground floor property vacancy rates to 5%
- a 30% increase the number of people working in Central Geelong from 21,000 to 30,000 workers
- an increase in Central Geelong visitation by 40%
- a total student population studying in Central Geelong increase from 4,500 to 10,000 students
- the conversion of 25% of C and D grade office building space (currently a total of 70% of office buildings in the Central Geelong are graded C and D) to A and B grade or to residential use, and
- to leverage \$10 private capital investment for every \$1 of government capital investment.

While these targets are aspirational they are achievable. By annually monitoring and measuring the transformational changes which will occur within the Central Geelong area over the next 15 years Council, the community and investors can keep abreast of how the Action Plan is tracking and where new opportunities may arise from existing and future investments.

To achieve these targets, project principles and objectives, the Action Plan, which has been shaped through broad community consultation and engagement with key stakeholders, identifies 10 priority actions for short term focus which are considered 'game changers' in creating a thriving Central Geelong. They are:

- **Investment attraction** - stimulate greater levels of investment in Central Geelong and realise the development potential of underutilised land by a streamlined approval process and greater collaboration between the public and private sectors.
- **Postcode 3220** - increase the number of people living in the city making it a safer, more vibrant and mixed use area. Encourage the redevelopment of underutilised sites and floor space especially upper levels, as well as adaptive re-use of heritage buildings to enable more people to enjoy city living.
- **Making our land assets work harder** – make the best use of government land assets as a catalyst for leveraging investment and activity in Central Geelong.
- **Connecting people and places** - creates an integrated , attractive and well-designed pedestrian and cycling network which supports healthy living and public safety.

- **City loop bus and public transport** - facilitate convenient, frequent and reliable access by a city loop bus service to key destinations within and close to Central Geelong.
- **City heart**- create a vibrant, lively shopping, alfresco dining and event space environment with bay views, northerly aspect and great connections and active edges.
- **Greening Central Geelong** - develop a distinctive and enduring network of grand boulevards, green spines and green spaces.
- **Town and Gown** - promote residential accommodation, services and facilities for students and staff within close proximity of the Deakin University waterfront campus and Gordon Institute campus.
- **Integrated health and wellbeing precinct** - capitalise on Geelong’s premier health facilities and services for employment and investment through a more cohesive, connected precinct offering a wider range of health and well-being services to the Geelong regional community.
- **An arts and events city** - build on the year around calendar of events and activities to attract more people and increased investment in tourism, establishing a high quality convention and exhibition centre close to the waterfront as a focus for national and international events and major community activities and integrate public art into the urban fabric of Central Geelong making it a more vibrant, colourful and exciting place.

The Action Plan details a series of projects and implementation actions across three, five year periods (short, medium and long term) to ensure a sustainable and affordable budgeting and project programming approach. These projects are arranged around the themes of:

- **Living, studying and working in Geelong** – focused on creating the right environment for investment through facilitative processes and actions
- **Moving around** – focused on connecting people and places
- **Look and feel** – focused on creating an attractive, vibrant, safe and interesting environment in which to live, visit, learn and do business in, and
- **World class precincts** – focused on creating high quality precincts building on foundation assets to support year round visitation, activity and investment.

The Action Plan identifies key project leads and partners recognising that while Council has a key leadership, regulatory and facilitation role, the success of the plan will require support from government, agencies, the business sector, landowners and community alike.

Implementation of the Action Plan will require a dedicated organisational coordination approach in addition to a governance structure based on the Central Geelong Taskforce model with relevant expertise, a clear mandate to implement the Action Plan with a level of autonomy, adequate resources and initial four year time frame for its operation.

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1.0 Introduction

Central Geelong is the region's primary centre of retail and commerce, arts, culture and entertainment, education, health and institutional activity.

As the city's heart the central area of Geelong has strong elements on which to build a better and brighter future. Its north facing bay and popular waterfront areas; a diversity of retail and business services; a vibrant arts and cultural mix; high quality tertiary education facilities and excellent health and well-being services currently underpin the success of Central Geelong as a place to work, shop, visit and invest in.

We continue to see growth in commercial businesses, residents, students, visitors and events within Central Geelong. While elements of Geelong's city centre have been acknowledged through national awards for design, safety, marketing and events over the last 10 years there is a range of ongoing actions and improvements required to make it an even better place.

Like many cities of its size, Central Geelong is experiencing challenges as it transitions from a traditional CBD function to a more diverse economic, social, residential and cultural centre. The revitalisation of Central Geelong as a strong, vibrant and thriving mixed-use centre is important for Geelong, the region and to the future growth of Victoria.

Council has demonstrated that it can do place-making very well. The 'amenity uplift' delivered along Geelong's waterfront is testament that working with key stakeholders in the transformation of the city's unique assets pays economic and social dividends. But we can explore more place-making opportunities throughout Central Geelong and beyond by building on the strengths that exist, and leveraging off the successes that are already in place.

Plan Melbourne, the new land use and transport strategy for metropolitan Melbourne recognises the important role regional cities like Geelong will continue to play in the future growth and development of Victoria. By fostering a 'State of Cities' approach Plan Melbourne supports unlocking the growth potential of Geelong supported by great transport connections between Geelong and metropolitan Melbourne (such as the Regional Rail Link) and investment in the right infrastructure to support employment growth and investment opportunities. Within this context, the central business districts of regional cities such as Geelong are identified as places for renewal and revitalisation. Increased business and residential densities as well as more social, civic and cultural facilities in Central Geelong will secure its economic, social and amenity for current and future generations.

Maintaining a centre which is multi-faceted, dynamic, innovative, adaptable and resilient will be critical to respond to future changes in society, the economy and environment. Affecting change takes time - there are no quick or easy fixes, no simple solutions - rather a range of actions and measures over time are needed. While Council can create the right environment to stimulate investment and activity this action plan for Central Geelong relies upon a partnership between the public and private sectors. The Central Geelong Action Plan sets a direction for Council's future investment and activity priorities however a collective effort – public, private and community – is key to further success.

1.1 A solid foundation for action

Central Geelong is continuing to experience steady growth in development activity and the number of people living, working, learning and visiting the city centre. The centre contributes \$1.73B to Geelong's GRP (17%). With over 20,000 people currently working (VicClue) in this area, over 4,500 students regularly studying in and 4,200 people now living within Central Geelong (VicClue) and significant visitor growth through events, the centre is well placed for further activity growth.

The \$30M investment in public realm improvements in the waterfront alone has provided not only an iconic asset but also leveraged around \$450M private investment to date in accommodation, hospitality, tourism and events demonstrating the value of strategic investment.

Commitment to project investment in Central Geelong remains strong with well over half a billion dollars of projects recently completed, under construction or planned. This reaffirms confidence in Central Geelong and the strengths of the health, education, professional services and retail sectors for employment and visitation with investment activity spread across:

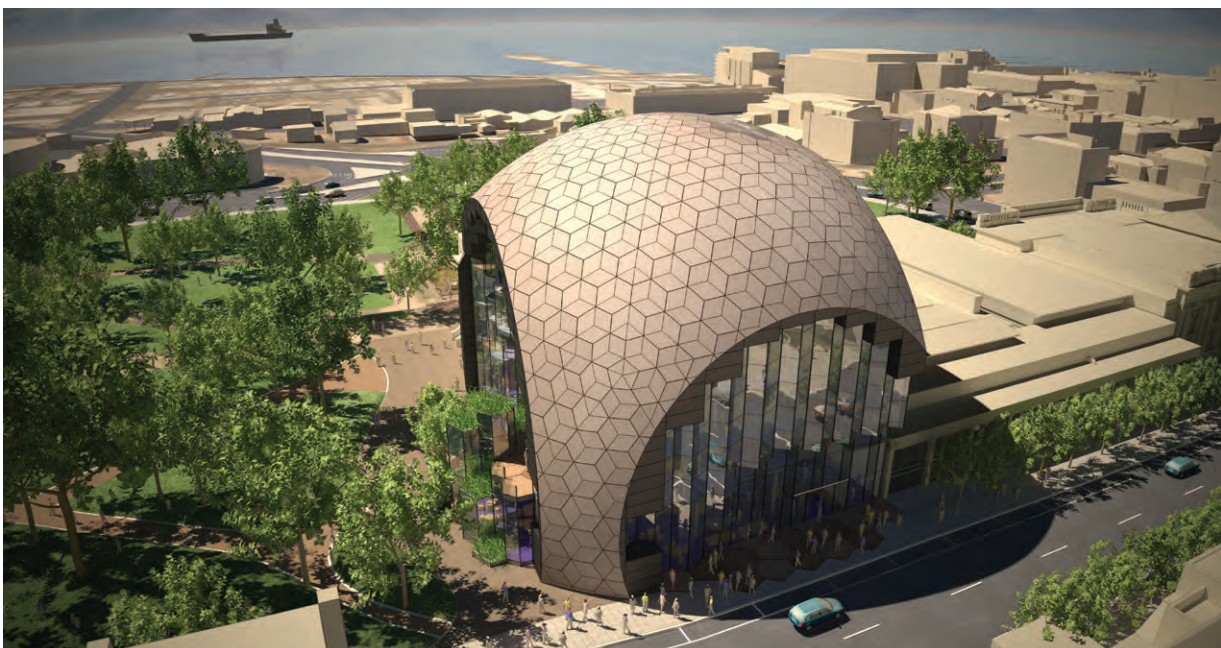
- the health sector, with \$30M recently completed development activity and a further \$167M worth of development in progress
- residential activity including student accommodation in 5, 6 and 10 storey buildings with \$83.5M of recently completed development and a further \$238M approved development planned
- arts and culture, including the Courthouse refurbishment (\$6.5M) and the \$45M library and heritage centre project
- learning, including Deakin University's \$40M investment in the waterfront campus as part of its Geelong Accommodation Relocation Strategy
- Infrastructure, including \$8M of transit city and laneway linkage projects, and
- Office accommodation for the public sector including the National Disability Insurance Agency which will accommodate up to 450 employees, and the potential relocation of the Victorian Workcover Authority.



Common Equity/ Barwon Health housing development



St John of God redevelopment, Myers Street



Geelong Library and Heritage Centre, Little Malop Street

1.2 Blueprint for action

The Central Geelong Action Plan has the following **objectives**:

- to create a vibrant, thriving, liveable and successful city centre with a strong sense of identity and community
- to bring transformational change to Central Geelong, building on its strengths and maximising its opportunities for investment, and
- to signal an 'open for business' message stimulating all stakeholders to take positive action.

The Action Plan is underpinned by the following **guiding principles**:



More people:

- **Working** – Encourage and engage private and public employers and a diverse mix of new business while supporting our existing commercial base.
- **Living** - Encourage property owners to provide shop-top living and develop other housing choices.
- **Learning** - Partner with our leading educational and training organisations to integrate student life into Central Geelong.
- **Playing** - Attract social, cultural and sporting experiences that draw people of all ages to the city centre.



Great infrastructure

- Provide the right infrastructure for a liveable city.
- Design streetscapes, buildings and public spaces for a welcoming city heart.
- Provide accessible transport choices through cycling and walking networks and advocating for better public transport.
- Balance the supply of car parking to meet the needs of customers, business owners, students and visitors.



Smart investment

- Stimulate private investment that builds on Central Geelong's strengths and competitive advantages.
- Support activity and development which drives creativity, innovation and leverages off private and public investment.
- Create processes and strategies which make it easier to do business and invest.

The Action Plan identifies projects and programs which:

- encourage more people to live, work, learn and play in Central Geelong
- result in the creation of great infrastructure, and
- supports smart investment.

The Action Plan sets the following year 2028 **targets**¹ for investment, promotion, planning and for measuring success:

- at least 10,000 people to be living in Central Geelong
- a reduction in ground floor property vacancy rates to 5%
- a 30% increase the number of people working in Central Geelong, that is from 21,000 to 30,000 workers
- an increase in Central Geelong visitation by 40%
- a total student population studying in Central Geelong increase from 4500 to 10,000 students
- the conversion of 25% of C and D grade office building space (currently a total of 70% of office buildings in Central Geelong are graded C and D) to A and B grade or to residential use, and
- to leverage \$10 private capital investment for every \$1 of government capital investment.

This Plan is a call for action rather than a new strategy. Key vision and land use strategies such as Central Geelong **Vision 2** and the **Central Geelong Structure Plan** are the foundation of actions identified and informed by a range of other traffic and parking, retail and economic research. These documents are identified in the **References** section and summarised in the **Background Report**.

The Central Geelong Action Plan will be used by Council and other stakeholders to:

- stimulate, attract and focus investment
- inform Council's budget considerations to provide for future implementation works and activities
- guide events and activation programming
- provide a clear strategy to inform state, federal and other agency funding priorities
- guide the revision or development of key Council policies, strategies and programs
- guide promotion, branding and marketing efforts
- identify and pursue key partnerships and alliances, and
- engage more broadly with the community in the transformation of Central Geelong as Geelong's thriving city heart.

While affecting change will require a long term focus and commitment, the Action Plan is focused on identifying the priority actions for the next 1 to 4 years. The Plan however has a 15 year horizon reflecting the need for ongoing actions to achieve the broader vision.

¹ These targets are currently an indication of quantum change sought by the Action Plan. This is because of data discrepancies between ABS and VicClue information, in part reflecting different statistical geographic data collection areas, which will require establishment of clear, consistent and reliable benchmarks for ongoing monitoring.

1.3 Action Plan area

The Action Plan focuses on the predominantly commercial zoned areas of Central Geelong bounded by Corio Bay, Latrobe Terrace, McKillop and Bellarine Streets as shown on **Map 1**. This area aligns with census data (VicClue) maintained by Council which will provide a basis for future monitoring of land use and investment activity.

A wider area of influence correlating with the Central Geelong Structure Plan study area informs key and related actions. This includes the Eastern Beach Reserve and Transvaal Square which are critical to the Central Geelong Marketing program activities which generate over \$5.5M of economic benefit per annum.

Map 1 – Action Plan area



1.4 Development of the Action Plan

The Action Plan has been developed in 3 phases:

1. Development of four themed draft Discussion Papers addressing Access, Urban Design, Events and Marketing and Planning and Incentives (refer **Background Report**);
2. Community consultation on the draft Discussion Papers and Action Setting Workshop feedback in October/November 2013 (refer to summary of feedback in Section 1.6 and **Background Report**);
3. Development of a final Action Plan for consideration by Council in early 2014 so as to inform the Council budget process.

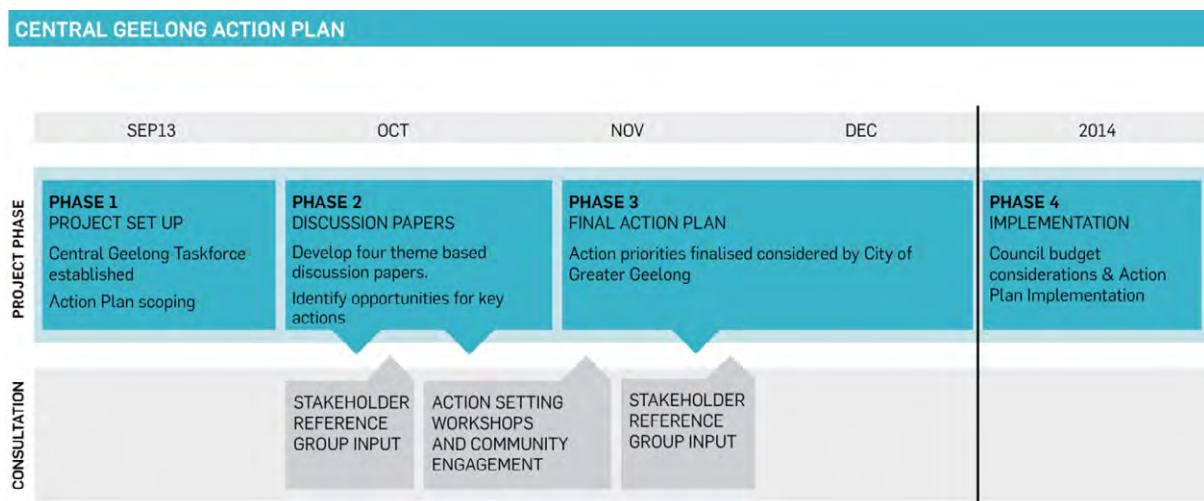


Figure 2 - Action Plan timeline

1.5 Who has developed the Action Plan?

The people and organisations involved in the shaping of the Action Plan include:

- the Central Geelong Taskforce Special Committee has been responsible for informing content, priorities and guiding the development of the Action Plan
- a cross divisional Taskforce Working Group responsible for the development of the Action Plan
- a Stakeholder Reference Group has provided advice and input to the Action Plan process, and
- participants in the workshops held in October/November 2013 on ideas and issues relating to the future development of Central Geelong.

Refer to Project Context Paper in the **Background Report** for more details.

1.6 Community engagement

Along with Taskforce member expertise, key stakeholder advice, current strategies and research, the Action Plan was informed by community feedback. Community views and ideas were gathered through a series of Action and Priority Setting workshops on the 22 and 24 October 2013 and through a three week submissions period in October and November. At the workshops we sought comment on the four themed Discussion Papers and the three guiding Principles.

To stimulate community involvement and identify priority actions from a community perspective at the workshops, eight action areas were identified for further analysis. The Taskforce Special Committee chose these to focus efforts that build on key opportunities, current investment and maximise potential. Specific actions within each area have been included within the Action Plan. Details of each area can be found in the Planning and Incentives Discussion Paper (refer **Background Report**).



Map 2 - Action Area overview map

The Principles, Discussion Papers, Action Area Plans and a summary of the consultation; *What We Heard* can be found in the **Background Report** in addition to the overview of submissions and broader community feedback. Common ideas and themes to ‘*make the greatest difference*’ in Central Geelong are summarised in **Figure 3** and inform many of the final actions.

Common themes	Ideas
Living, studying and working in Central Geelong	<ul style="list-style-type: none"> Promotion and incentive program to support housing investment in Central Geelong like Melbourne’s Postcode 3000 project Making better use of surplus government land Supporting the reuse of existing buildings
Moving around	<ul style="list-style-type: none"> Provision of a regular bus service connecting key points around the city More flexible and innovative parking arrangements Better recognition and support of cycling for commuting and visitation through improved paths and end of trip facilities Relocate bus interchange or improve the environment through urban design and traffic measures and inclusion as part of a city heart or public space Create more mid block links and improve pedestrian safety and comfort and the amenity of links generally
Look and feel	<ul style="list-style-type: none"> Having a greener feel to the centre Creating a central park or town square Providing more green spaces Improving lighting and using it creatively
World class facilities	<ul style="list-style-type: none"> State-of-the-art train station with more activity Arts and culture – completing and building on the Cultural Precinct Masterplan Yarra Street pier and other connections to and along the waterfront A more connected health precinct with good streetscapes and open spaces

Figure 3 - Action Setting Workshop key priorities summary



Priority Setting Workshop 24 October 2013

2.0 Action Plan

The tables in sections 2.1, 2.2 and 2.3 set out the Action Plan key projects and supporting actions by:

- Timeframe:
 - Short term: 2014 – 2018
 - Medium term: 2019 – 2023
 - Long term: 2024 – 2028.
- Action type:
 - Capital works or project development/design **(C)** requiring budgets and/or external funding or ongoing recurrent funding
 - Operational **(O)** – recurrent/organisational resources, Council processes and systems requiring change or new approaches, organisational or planning policy development and program implementation, and
 - Advocacy **(A)** – Council working with other government departments and agencies and stakeholders to achieve the Action Plan objectives and principles.
- Delivery responsibility – organisation(s) with key delivery responsibility and delivery partners.

Implementation of the Action Plan is reliant on a range of factors. This includes access to appropriate funding opportunities, community support, continued cooperation, investment and action from property and business owners in Central Geelong and recognition and investment confidence among the development industry. Creating a thriving Central Geelong will require collaboration between all stakeholders. Council on its own can only achieve so much. It is important the business, landowner and broader community support implementation of the Action Plan.

Action Plan priorities and timeframes were informed through the consideration of criteria such as:

- level of impact - achieving the Central Geelong Action Area principles and objectives
- change making – actions will result in major transformation, innovation or signal a change in Central Geelong
- strategic rationale – linkage to Vision 2 or Central Geelong Structure Plan or other major strategies including Plan Melbourne
- affordability – best ‘bang for buck’, resource capacity, ongoing maintenance considerations, longevity of investment, leveraging off private investment and ability to stage actions
- project readiness – degree to which projects can be readily commenced
- complexity – degree to which actions involve multiple players, require longer lead times or major changes in legislation etc
- sustainability – creation of resilient and adaptable physical environments, and
- understanding of critical paths – which actions have to happen first to support others.

Priority Actions

The Central Geelong Action Plan focuses on projects that would make the biggest difference to achieving the project objectives and principles. The top project priority actions or initiatives which achieve this are shown in **Figure 4** below and illustrated on **Map 3**:

Project	Why?	
Investment attraction	<p>Stimulates greater levels of investment in Central Geelong and unlocks the development potential of under-utilised land. Provides more high quality office space and renovation of existing office space.</p> <p>Provides more residential accommodation as part of other city living initiatives.</p> <p>Creates more jobs in Central Geelong, building on health, education and tourism strengths.</p>	
Public transport and City loop bus	<p>Maximise utilisation of existing public transport infrastructure including bus and rail to provide greater transport choice.</p> <p>City loop bus facilitates convenient, frequent and reliable access to key destinations within and close to Central Geelong.</p> <p>Rationalises the location of long term car parks with easy access to the city loop bus service.</p> <p>Vision 2 catalyst project – Key Moves</p>	
City heart	<p>Creates a vibrant, lively shopping, alfresco dining and event space environment with bay views, northerly aspect, active edges, and connections to surrounding areas.</p> <p>Vision 2 catalyst project - Urban Heart</p>	
Town and gown	<p>Building a strong learning and student culture and experience. Integrates opportunities for expansion of the Gordon and Deakin campuses with the revitalisation of Central Geelong.</p> <p>Promotes residential accommodation, services and facilities for students and staff within close proximity to the Deakin University waterfront campus and Gordon Institute campus.</p> <p>Vision 2 catalyst project – Smart City</p>	
Postcode 3220	<p>Increases the number of people living in the city making it a safer, more vibrant and mixed use area.</p> <p>Injects more diversity into Geelong’s housing sector.</p> <p>Increases the amount of student accommodation and opportunities for small studios and incubator ‘start up’ small business enterprises spaces.</p> <p>Unlocks the capacity of under-utilised floor space and supports adaptive reuse of heritage buildings.</p> <p>Vision 2 catalyst project – Inhabiting the City</p>	

Project	Why?	
<p>Making our land assets work harder</p>	<p>Makes the best use of government and private land assets as a catalyst to leverage investment and activity in Central Geelong.</p> <p>Optimises the development potential of strategically located sites.</p> <p>Creates a revenue base for funding other Action Plan initiatives within Central Geelong.</p> <p>Vision 2 catalyst projects – Inhabiting the City</p>	
<p>Integrated health and wellbeing precinct</p>	<p>Capitalises on Geelong’s premier health facilities and services for employment and investment.</p> <p>Creates a more cohesive, connected precinct offering a wider range of health and well being services to the Geelong regional community.</p> <p>Connects the health and well being precinct to the retail and commercial activities of Central Geelong by enhancing laneway and mid block linkages.</p> <p>Vision 2 catalyst projects – The Laneways/Smart City</p>	
<p>Connecting people and places</p>	<p>Creates an integrated, attractive and well-designed pedestrian and cycling network which supports healthy living and public safety.</p> <p>Makes the city more walkable and promotes more engaging activity on the streets and broaden the city experience.</p> <p>Redirects non destinational heavy vehicle traffic away from Central Geelong.</p> <p>Vision 2 catalyst project – The Spine</p>	
<p>Greening Central Geelong</p>	<p>Develops a distinctive and enduring network of green spines and spaces that support living, working and walking, commencing with the greening of Malop Street.</p> <p>Delivers great city amenity, provides shade in summer, protection from rain in winter and enhances the overall character and appearance of the City.</p> <p>Helps reduce the adverse impacts of the Urban Heat Island Effect within Central Geelong.</p> <p>Vision 2 catalyst project – The Spine</p>	
<p>An arts and events city</p>	<p>Builds on the annual calendar of events and activities which attract more people and increased investment to Central Geelong.</p> <p>Reinforces the role of Central Geelong as a tourist destination.</p> <p>Establishes a world class convention and exhibition centre facility close to the waterfront as a focus for national and international events and major community based activities.</p> <p>Integrates public art into the urban fabric of Central Geelong making it a more vibrant, colourful and exciting place.</p>	

Figure 4 – Priority Actions

Continuing to do what we do well

In partnership with other stakeholders Council already invests and delivers significant programs including events, public art projects, streetscape and road works, business support and training, parking management, maintenance and cleaning. Experience demonstrates that new events, activities, place-making and place-marketing initiatives require appropriate resources and delivery implementation programs.

The community have also told us that the quality and presentation of new infrastructure must be high and well maintained to have any lasting impact or value.

Existing services, practices and policies should be regularly reviewed to ensure they are adequate to meet the principles and objectives of the plan and engage in continuous improvements to Central Geelong.

It will be vital that the programs of Council and other stakeholders continue to be supported with resourcing levels, service plans and planned activities reviewed over time to ensure consistency with the Action Plan principles and objectives and to provide for appropriate levels of programming, maintenance and asset renewal.



Map 3 - Action Plan overview

2.1 Short Term: 2014-2018

Project	Objective	Key actions	Delivery	Timing	Principles met		
Living, studying and working in Central Geelong							
Postcode 3220	Support more investment in city living opportunities and better use of underutilised or vacant buildings including heritage buildings.	<p>Establish a Postcode 3220 strategy which includes identification of vacant sites/ buildings and upper level floorspace, under-utilised sites suitable for residential living priority and opportunities for incubator space for business enterprises. The postcode strategy package will consider incentives such as fee waivers, free design/building advice, rate relief, strategic land assembly support and more flexible application of planning and building requirements. (O/C/A)</p> <p>Affirm policy on waiving car parking for city living projects. (O)</p> <p>Establish an external Building Approvals Support Program for providing advice on compliance with Building Regulations. (O/C)</p> <p>Extend and actively promote the Future Proofing Geelong commercial building retrofit scheme to support investment in older buildings and create an innovative demonstration project. (O/C)</p> <p>Implement the Postcode 3220 throughout Central Geelong. (O)</p> <p>Vision 2 Catalyst Project – Inhabiting the City</p>	Council	2014-2018	✓		✓
				2014			
				2014			
			Council, business, landowners	2014-ongoing			
Utility services upgrades	Upgrading existing utility services to support future growth of residents, students, visitors and workers.	Work with Barwon Water, Powercor, APA Gasnet to support upgrades to key utility services to support future City Centre development. Look at ways of financing upgrades to utilities that are triggered by development. (A)	Barwon Water, State Government, Powercor, APA Gasnet	2014-2018		✓	
Investment facilitation and attraction	Create more streamlined / supportive processes for Central Geelong investment for new and existing businesses.	<p>Establish a well-resourced team of experienced professionals within Council responsible for the co-ordination and implementation of the Action Plan. (O/C). This team would also work with other Council Departments to:</p> <ul style="list-style-type: none"> develop a streamlined and prioritised assessment, referral and approvals process. This would include a process for local law approvals for street vending, outdoor dining, goods on footpath review Council accommodation strategy to support a regulatory 'one-stop-shop' for approvals establish an on-line one stop shop for advice/material to support a variety of application types provide an inactive planning permit follow up support service to address project blockages/start up issues review existing Urban Design Guidelines to ensure consistency with Action Plan directions and to provide policy direction relating to building over laneways and acoustic treatments, and review current zoning provisions for Central Geelong including review of notice provisions. 	Council	2014-2015	✓		✓

Project	Objective	Key actions	Delivery	Timing	Principles met		
Investment facilitation and attraction (Cont'd)		Beyond planning actions Council should also give consideration to developing (C/O): <ul style="list-style-type: none"> in-house skills in assessing economic feasibility of land and funding application development programs to attract national and international corporate entities capacity to engage landowners over future development of land and intentions and proactively broker and facilitate development prepare and implement a targeted marketing campaign; conduct research on key development sites and perceived development blockers a program to match up prospective landowners, developers and tenants/occupiers, and local employment and training initiatives and development of an incubator strategy in partnership with hospitals/education establishments and other organisations. 	Council, education and health sector	2014-2015	✓		✓
		Council to consider opportunities for providing underwriting insurance in priority alfresco precincts.(O)		2014			
		Establish a business attraction prospectus and recruitment and promotion program for Central Geelong as a <i>world city</i> within Australia and internationally to support inward investment. (O/C)		2015-2016	✓		✓
		Work with key stakeholders to develop an investment strategy to support tourist accommodation investment in Central Geelong and to progress delivery of key strategic projects such as the Convention and Exhibition Centre (O/C/A).	Council, Geelong Tourism, RDV	2015-2016			
Unlocking capacity of key development sites	Effectively utilising land assets to achieve the principles and objectives of the Central Geelong Action Plan.	Undertake a strategic review of state, local government and other major institutional strategic development site assets to identify preferred use/development, disposal and expression of interest outcomes. (O/A)	Council, State Government, Barwon Water, Deakin and other strategic land holders	2014	✓		✓
		Council to review its accommodation strategy to establish future space needs/take out partner opportunities and site rationalisation opportunities (O).	Council	2014			
		Undertake an expression of interest process for initial priority sites identified in the strategic review. (O)	Council, State Government	2014-2018			
		Develop a Council policy for considering unsolicited proposals on land within the Central Geelong Action Plan. (O)	Council	2015			
Key site activation	Stimulate activity at street level on strategic sites, along priority pedestrian routes including designated laneways and corner sites.	Identify key strategic sites, laneways and corner sites suitable for ground floor street activation and work with the relevant landowners/tenants to undertake appropriate treatment works to create more active, vibrant places at these locations. (O/A)	Council		✓		✓

Project	Objective	Key actions	Delivery	Timing	Principles met		
Major Heritage Fund	Support restoration of heritage building facades.	Resolve blockages to establishment and operation of a Major Heritage Fund providing funding assistance on targeted sites in Action Areas (including supporting Verandah Study outcomes) for appropriate restoration works. (O/A)	Council, state government, landowners	2014-2015	✓		✓
Monitoring data	Establish an accurate data and information base to monitor and review the implementation of the Central Geelong Action Plan and further guide and inform planning and management of the city centre.	Develop a series of performance benchmarks and identify data needed to measure, monitor and review the implementation of the Action Plan and achievement of the Plan's targets. (O/C) Prepare an annual audit of actions undertaken by Council and other stakeholders for the central area based on the Action Plan (O).	Council	2014-2015 2014 - ongoing			✓
WiFi connectivity	Provide a seamless Central Geelong wide free wifi network to bring the city centre to a comparable world City standard of digital connectivity.	Prepare a WiFi network plan that builds on the existing wifi network in Central Geelong. (O) Complete initial network rollout to education precinct, Station and Civic and Arts Action Areas and to the health and wellbeing precinct. (C)	Council, Central Geelong Marketing	2014 2014-2015	✓	✓	✓
Moving Around – Connecting People and Places							
Transport management	Create an environment which prioritises safe and accessible movement of pedestrians, cyclists and public transport and redirects non-city destination heavy vehicles away from Central Geelong and links precincts.	Develop and commence implementation of a Transport Network Operating Plan. The Transport Network Operating Plan will also address other actions proposed for Moorabool, Malop and Bellarine Streets and in the Action Plan generally relating to connecting people, cycling and pedestrian networks. (C/O) Introduce heavy vehicle restrictions on Malop/Mercer Streets. (C/O/A) Implement short term traffic treatments identified in the Transport Network Operating Plan. (C) The targeted growth in residents and workers in Central Geelong, and the prioritisation of pedestrian and cycle movements will impact on the movement of freight throughout the city. Providing for the efficient movement of freight is a priority. Broader arterial network upgrades should continue throughout Geelong to support freight movements. (O/C/A)	VicRoads, Council, DTPLI, PTV VicRoads, Council, TOC VicRoads, Council VicRoads, Council, TOC	2014-2015 2014-2015 2015-2018 2016-2018	✓	✓	
Public transport and City loop bus	Establish a regular and frequent city centre loop bus service connecting workers, shoppers, students and visitors to key city destination points and linking with PTV and park and ride/Deakin services.	Establish business case/route and timetable and price sensitivity analysis financing plan, connections with park and ride services and integration with PTV services for the city centre loop bus service. (C/O) Purchase additional buses and support infrastructure, promotion and wayfinding devices. (C/O) Work with PTV on bus timetabling and network planning to increase the number of people using public transport and link with the Regional Rail Link rail services, bus interchange and route planning and station precinct planning. (A)	Council, PTV Council PTV	2014-2015 2015-2018 2016-2018	✓	✓	✓

Project	Objective	Key actions	Delivery	Timing	Principles met
Making parking work better	Create a flexible parking regime that is more user friendly and supports visitor/shopper needs.	Develop a parking strategy to identify long term off street car parking development priorities and use incentives linked to city loop and park and ride bus services and on street parking payment strategies. (O/C)	Council	2014-2015	✓ ✓
		Introduce new parking meter technology to enable remote top up/flexible payment/first period free options and arrangements across existing parking meter stations. (C)	Council	2014-2015	✓ ✓
		Introduce a 'pay as you exit' parking system for council off street carpark sites as appropriate. (C)	Council	2014-2015	✓ ✓
		Review resident parking system and link to development of an offsite – offset parking arrangements policy. (O)	Council	2014-2015	✓ ✓
Cycling	Create a cycling environment which is safe and efficient and helps promote healthy lifestyles for the Geelong community.	Review and update the cycling strategy including consultation with key stakeholders, focussing on mode separation in the network linked to key commuter routes and end of trip facilities. (C)	Council, VicRoads, Bike Safe, Bicycle Victoria	2014-2018	✓ ✓
		Stage 1 priorities – East-west connections: <ul style="list-style-type: none"> Malop St on-road bike lanes – supported by the cycle strategy and Smartroads. Upgrade of on-road lanes and better provision for cyclists at intersections, and Little Malop St – shared traffic/bike/pedestrian space. Provide a shared space with low traffic volume/speed, treatments that provide right of way to cyclists etc. 		2014-2016	
		Stage 2 priorities – North-south connections: <ul style="list-style-type: none"> Moorabool St or Gheringhap St (to be determined) – on road, separated bike lanes. Complements Swanston St NS route and connects education and cultural precincts and would feed into Malop/Little Malop Streets. 		2016-2018	
		Establish initial priority connections from Central Geelong to the broader planned bike network. (C)	Council, VicRoads	2014-2018	
		Establish planning policy to minimise dispensation of bicycle provision requirements. (O)	Council	2014-2015	
		Encourage the provision of end of trip facilities in new private developments (A).	Council	2014 - ongoing	
Pedestrian links	Provide strategic pedestrian linkages between Action Areas to stimulate investment in key precincts, improve access and walkability. Action Areas 3, 6 and 7	Implement mid-block north-south lane way linkages strategy through strategic land purchase and associated street and building works (C) to connect: <ul style="list-style-type: none"> Haymarket/Health precinct to the retail core (Myer to Ryrie Streets), and Health precinct/Lt Ryrie car park to Deakin Waterfront Campus (Myer to Malop Streets). 	Council	2014-2016	✓ ✓
		Engage with landowners to promote redevelopment opportunities which provide for laneway improvements or new linkage opportunities. (A) Vision 2 Catalyst Project – The Laneways		2014 - ongoing	

Project	Objective	Key actions	Delivery	Timing	Principles met	
Look and feel						
City heart	Create an attractive, vibrant public space which acts as an urban heart for Central Geelong.	Determine the best location for a new public space within Central Geelong. The city heart should provide for good solar access, be in a logical, central location with high foot traffic, have views to the bay, active edges and links to the bay and surrounding areas. The city heart delivery plan should be undertaken parallel with a review of future Central Geelong PTV bus services and interchange locations and interchange design options.	Council, PTV, DTPLI	2014-2016	✓	✓
		Undertake a design competition for the development of the new public space including design, costing, timing and other parameters and seek community comment.	Council	2015-2016		
		Establish the new public space as the urban heart for the Central Geelong Area.	Council	2016-2018		
	Action Areas 4 and 5	Vision 2 Catalyst Project – City Heart				
Greening Geelong - public realm upgrade	Implement the Vision 2 green spine concept and progressively extend this greening across Central Geelong to create a cohesive, attractive and innovative series of green streets and spaces that link precincts.	Develop a strategy for the staged rollout of the Malop Street green spine linking the Station, Johnstone Park with Eastern Park (O/C):	Council	2014	✓	✓
		<ul style="list-style-type: none"> Implementation Stage 1: Station to Clare Street Implementation Stage 2: Clare Street to Moorabool Street. 		2014-2015 2015-2018		
		Develop a Public Realm Strategy (O/C). Strategy should be integrated with the pedestrian linkages and cycling strategies, urban heart project, lighting and Council's Public Arts Strategy and integrate specific directions (e.g. theme treatments, priority locations, time frame roll out and costings, including maintenance and asset renewal considerations) for:	Council, community groups, landowners, Aboriginal community	2014-2015	✓	✓
		<ul style="list-style-type: none"> greening projects and plantings/wall gardens, 'pop up' green areas and temporary trials and the use of Integrated Water Catchment Management practices etc pedestrian and cycle route works and thematic streetscapes and landscapes materials/plantings/design style guide and way finding devices, and Power line relocation. 				
		Stage 1 Public Realm Strategy priority implementation. (C)	Council	2015-2018		
	Work with Powercor to underground overhead power lines along key pedestrian/greening routes – aligned with streetscape work implementation timeframes. (A/C)	Council, Powercor, State Government	2015-2018			
	Vision 2 Catalyst Project – The Spine					
Lighting	Create a lighting program which enhances the Central Geelong experience and improves public safety.	Develop public building and street lighting strategy including an LED street lighting trial within Central Geelong. (C/O)	Council, Powercor, VicRoads, business	2014	✓	✓
		Implement Stage 1 lighting priorities. (C)		2014-2015		
		Implement Stage 2 lighting priorities. (C)		2016-2018		

Project	Objective	Key actions	Delivery	Timing	Principles met		
Events	Provide a range of regular events to activate central Geelong that are well promoted, diverse in their offer and capture sponsorship and community support.	Expand events and activities program focusing on youth and family events, stimulation and arts and culture, programming of key spaces, trial pop ups, supported by broader communication/event promotion, local business sponsorship and support, city branding, signage, media, dedicated website and Central Geelong App. (O/A)	Council, Central Geelong Marketing, business	2014-2015	✓		
		Investigate indoor fresh food themed market opportunities and undertake an alfresco space trial. (O/A/C)		2014 -2018	✓		
World Class Precincts							
Station	Create an attractive, viable and unique station precinct which provides a sense of arrival, celebrates its heritage and is highly accessible.	Work with relevant government agencies and key stakeholders in preparing a development masterplan for the Geelong Station precinct which includes mixed use development and carparking. (O/A/C)	PTV, DTPLI, Council, PTUA	2014	✓	✓	✓
		Undertake master plan initial works including bus interchange implementing works (if required). (C)	PTV, DTPLI	2015–2018			
		Work with PTV on delivering station upgrades including: <ul style="list-style-type: none"> DDA compliance at station creating high quality 'green' pedestrian bridge from Latrobe Terrace car park to Gordon Ave/ Fenwick intersection active transport priority in front of police station linking to Malop Street. 	PTV, DTPLI, Council	2014 -2015			
		Advocate for greater accessibility to maximise investment flow on from the DDA funding including a second bridge stage connecting to Geelong West at Gordon Ave and create a development site on Latrobe Terrace frontage. (A)	Council	2014-2015			
	Action Area 1	Vision 2 Catalyst Project – City Arrival					
Arts and culture	Create a unique and vibrant arts and culture precinct which promotes the 'city as a gallery space and venue'.	Continued implementation of the Cultural Precinct Masterplan (C/A): <ul style="list-style-type: none"> Library and Heritage Centre streetscape design and works on Little Malop Street redevelopment of Geelong Performing Arts Centre, and expansion of Geelong Gallery. 	Council, State and Federal Government	2016-2018	✓	✓	✓
		Commence Public Art and Strategy Priority Plan implementation. (C)	Council	2015 - ongoing			
		Develop a Public Art Policy as part of major site redevelopments, facilitating wayfinding around central Geelong and 'branding' of specific precincts by their primary function. (O)	Council	2014			
	Action Area 2	Develop a cultural refreshment strategy for the Wool Museum to be a livelier, inviting place and have a greater street presence. (O)	Council and developers	2015 –ongoing			

Project	Objective	Key actions	Delivery	Timing	Principles met		
Education and life learning	Building a world class education and life learning precinct linked to the Civic and Arts and Health and Wellbeing Action Areas supported by lively, vibrant student, food and entertainment precincts.	Improve pedestrian connections to the Gordon and Deakin from the waterfront, the station precinct and retail core. (C)	Council, Deakin	2014-2016	✓	✓	✓
		Support integration of key education campuses with Central Geelong through campus edge treatments and support for establishment of education activities beyond existing campus settings as appropriate (e.g. studio spaces, shop fronts). (A)	Council, Deakin, the Gordon	2014 – Ongoing			
		Progress Busport expression of interest process to realise strategic land use and built form outcomes compatible with the principles and objectives of the central Geelong Action Plan (refer unlocking capacity of key development sites). (O)	Council	2014-2016			
	Education precinct	Vision 2 Catalyst Project – Smart City					
Health and wellbeing	Support the development of a high quality and innovative health and wellbeing precinct that is well connected to the city centre.	Undertake unifying Myer Street streetscape works between hospitals. (C)	Council, hospitals, state government	2015-2016	✓	✓	✓
		Investigate and instigate streetscape, pedestrian/parking treatment for Myer Street and Bellarine Street between the hospital sites (Myer to Ryrie Streets). (C)		2014-2016			
		Encourage public open space opportunities to be provided as part of future hospital precinct development (includes any future development of the Haymarket carpark). (A)	Council, hospitals	2014-ongoing			
		Develop a Health and Wellbeing prospectus to promote the precinct for allied health investment and services and proactively engage with industry to facilitate investment in the precinct. (O/A)	Council, hospitals/State Government	2014-2016			
		Investigate expression of interest opportunities for the former Geelong Prison site for health; residential accommodation or tourist related uses (refer unlocking capacity of key development sites). (O)	Council	2014-2016			
	Action Area 8						
Waterfront and Yarra Street Pier	Continue to leverage and build on the strengths of the waterfront.	Progress Yarra Street Pier precinct project construction. (C/A)	State Government (TV), Council, RGYC	2015–2018	✓	✓	✓
		Progress development of a Convention and Exhibition Centre that maintains good linkages with Central Geelong. (C/A)	State Government, Council, private industry				
	Waterfront precinct						

Action types: **C** – Capital Works or recurrent budget consideration, **O** – Operational, **A** – Advocacy

 More People

 Great Infrastructure

 Smart Investment

Short Term Actions (2014-2018)



City Loop Bus



Parking



Bicycle Links



Pedestrian Links



Integrated Health Precinct



Postcode 3220



Yarra Street Pier



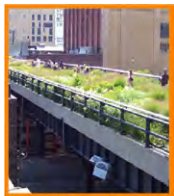
City Heart



Green Spine



Release of Development Sites



Train Station Access



Cultural Precinct



Lighting



Events



Integrating Education

2.2 Medium Term: 2019-2023

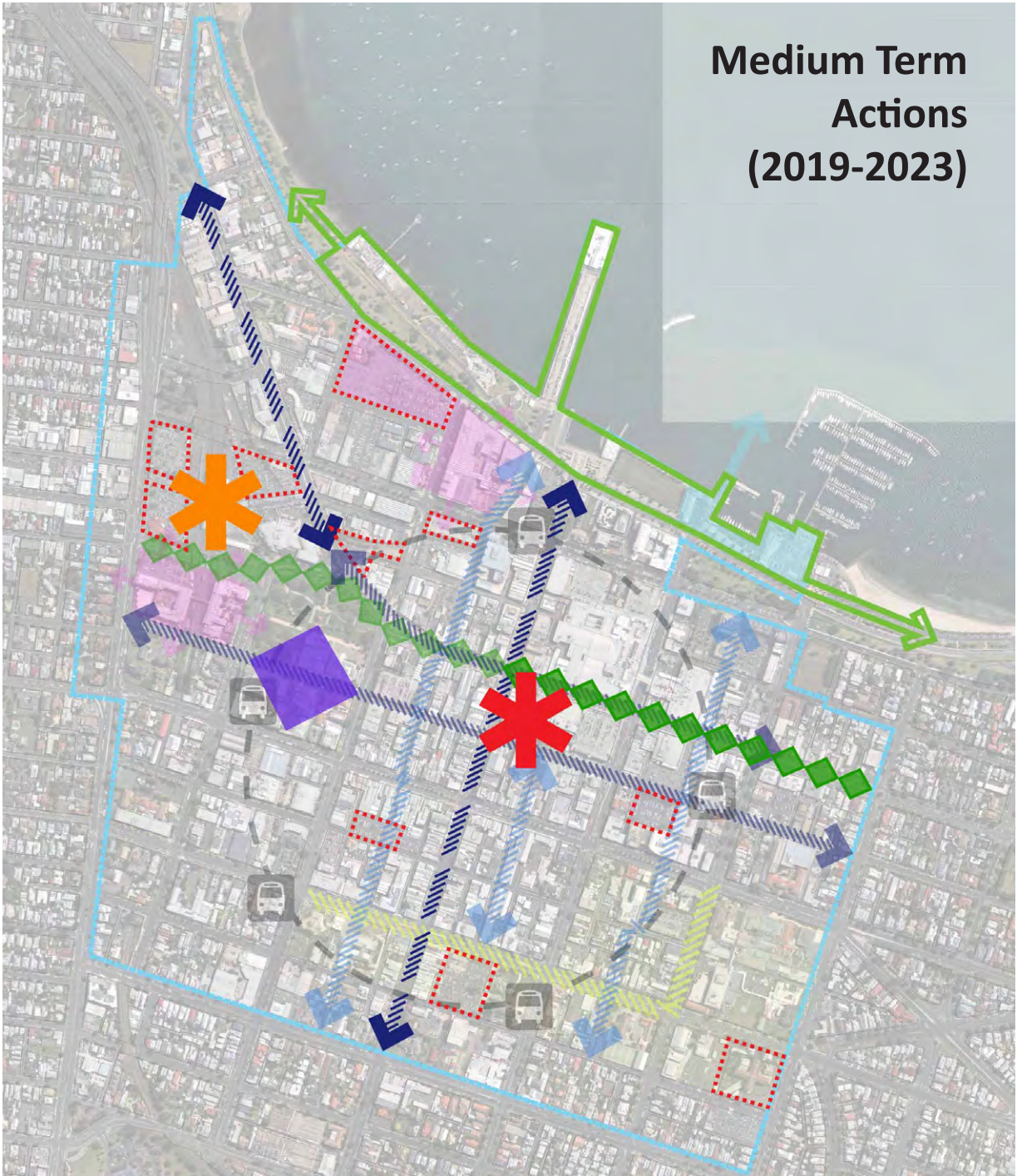
Project	Objective	Key actions	Delivery	Timeframe	Principles met		
Living, studying and working in Central Geelong							
Unlocking capacity of key development sites	Effectively utilising land assets to achieve the principles and objectives of the Central Geelong Action Plan.	Complete key site Expression of Interest program. (O)	Council	2019–2023	✓	✓	✓
Utility services upgrades	Upgrading existing utility services to support future growth of residents, students, visitors and workers.	Continue to work with Barwon Water, Powercor, APA Gasnet to further support completion of major utility service upgrades. (A)	Barwon Water, Powercor, APA Gasnet	2019-2023	✓	✓	✓
WiFi connectivity	Provide a seamless Central Geelong wide free wifi network to bring the City Centre to a comparable world City standard of digital connectivity.	Complete remainder of network for Central Geelong Action Plan area. (C)	Council	2019-2020	✓	✓	✓
Moving Around							
Transport management	Create an environment which prioritises safe and accessible movement of pedestrians, cyclists and public transport and redirect non city destination heavy vehicles away from Central Geelong and links precincts.	Implement medium term traffic treatments identified in the Transport Network Operating Plan. (C/A) Undertake broader Geelong freight movement upgrades. (C/A)	Council, VicRoads, DTPLI, PTV	2019-2023	✓	✓	
Cycling	Create a cycling environment which is safe and efficient and helps promote healthy lifestyles for the Geelong community.	Complete Central Geelong bicycle network (C/A) Continue to implement connections from Central Geelong to the broader planned bike network. (C/A)	Council, VicRoads	2019-2021 2019-2021	✓	✓	
Look and feel							
City heart	Create an attractive, vibrant public space which acts as an urban heart for Central Geelong. Action Areas 4 and 5	Complete city heart implementation works. (C) Vision 2 Catalyst Project – City Heart	Council	2019-2023	✓	✓	
Greening Geelong - public realm upgrade	Implement the Vision 2 green spine concept and progressively extend this greening across Central Geelong to create a cohesive, attractive and innovative series of green streets and spaces that link precincts.	Continue staged rollout of the Malop Street green spine linking the Station, Johnstone Park with the Eastern Gardens (O/C) : <ul style="list-style-type: none"> Implementation Stage 3: Moorabool to Swanston Streets. Continued rollout of Public Realm Strategy - Complete Stage 2 priorities (O/C) Vision 2 Catalyst Project – The Spine	Council Council	2019-2023 2019-2023	✓	✓	
Lighting	Lighting program enhances the Central Geelong experience.	Strategy implementation completion. (C)	Council, Powercor, VicRoads	2022	✓	✓	

Project	Objective	Key actions	Delivery	Timeframe	Principles met		
World Class Precincts							
Station	Create an attractive, viable and unique station precinct which provides a sense of arrival celebrates its heritage and is highly accessible.	Advocate for State Government undertake an expression of interest process seeking investment interest in site development opportunities. (A)	PTV, DTPLI, Council and private sector	2019-2022	✓	✓	✓
		Continue to implement the approved master plan for the redevelopment of the Station Precinct. (A)		2019-2023			
	Action Area 1	Vision 2 Catalyst Project – City Arrival					
Arts and culture	Create a unique and vibrant arts and culture precinct which promotes the 'city as a gallery space and venue'.	Completion of Cultural Precinct Masterplan implementation. (A/C)	Council, State and Federal government	2023	✓	✓	✓
Waterfront and Yarra Street Pier	Continue to leverage and build on the strengths of the waterfront.	Extend high quality Waterfront connections and environment further to east/west and support through programming, activation and presentation. (C)	Council	2019–2023	✓	✓	✓
		Yarra Street Pier and Convention and Exhibition Centre works completed. (C/A)	Council, state government and other project partners	2019–2023			
	Waterfront precinct						

Action types: **C** – Capital Works or recurrent budget consideration, **O** – Operational, **A** – Advocacy

More People
 Great Infrastructure
 Smart Investment

Medium Term Actions (2019-2023)



City Loop Bus



Cultural Precinct



City Heart



Release of Development Sites



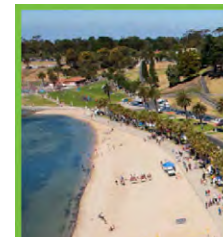
Yarra Street Pier



Bicycle Links



Green Spine



Waterfront Linkages

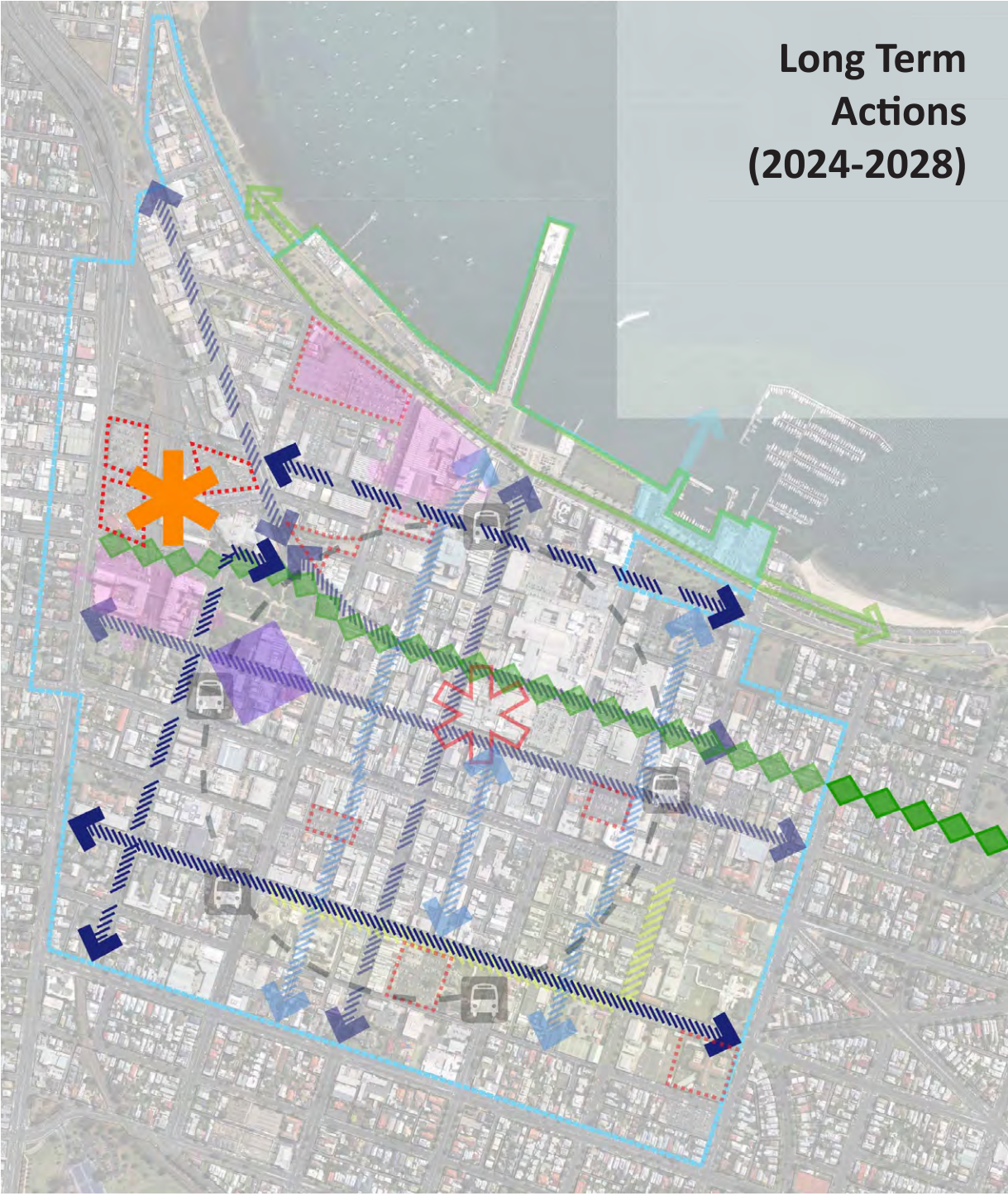
2.3 Long Term: 2024-2028

Project	Objective	Key actions	Delivery	Timeframe	Principles met		
Moving Around							
Traffic management	Create an environment which prioritises safe and accessible movement of pedestrians, cyclists and public transport and redirect non city destination heavy vehicles away from Central Geelong and links precincts.	Complete traffic treatments identified in the Transport Network Operating Plan (A/C) and broader Geelong freight movement upgrades.	Council, VicRoads, DTPLI, PTV	2028	✓	✓	
Look and feel							
Greening Geelong - public realm upgrade	Implement the Vision 2 green spine concept and progressively extend this greening across Central Geelong to create a cohesive, attractive and innovative series of streets and spaces that link precincts.	<p>Complete rollout of the Malop Street green spine from Swanston to the Eastern Gardens (O/C).</p> <p>Complete rollout of the Public Realm Strategy - Complete Stage 3 priorities. (O/C)</p> <p>Vision 2 Catalyst Project – The Spine</p>	<p>Council</p> <p>Council</p>	<p>2024-2025</p> <p>2024-2028</p>	✓	✓	
World Class Precincts							
Station	Create an attractive, viable and unique station precinct which provides a sense of arrival celebrates its heritage and is highly accessible. Action Area 1	<p>Complete implementation of the redevelopment opportunities for the Station Precinct. (A)</p> <p>Vision 2 Catalyst Project – City Arrival</p>	State Government, (PTV), Council	2022-2024	✓	✓	

Action types: **C** – Capital Works or recurrent budget consideration, **O** – Operational, **A** – Advocacy

More People
 Great Infrastructure
 Smart Investment

Long Term Actions (2024-2028)



Bicycle Links



Cultural Precinct



City Heart



Release of Development Sites



Yarra Street Pier



Bicycle Links



Green Spine



Waterfront Linkages

3.0 Implementation Plan

3.1 Delivery and governance

The successful delivery of the Central Geelong Action Plan will require a clear focus and commitment to establish organisational resources and a capacity to deliver projects and actions in a timely, coordinated fashion. Importantly a supporting governance structure is required to signify a major commitment to change and create a focus on advocacy, championing for investment and buy in. Investigation of the following preferred models is recommended by the Central Geelong Taskforce Special Committee as a priority action for Council in early 2014.

Governance structure

Discussions with a range of stakeholders suggests that any governance structure should have a level of autonomy, authority and access to a minimum fixed budget and a timeframe of around 4 years to achieve meaningful outcomes.

The preferred governance model (refer **Figure 5**) involves retaining a Central Geelong Taskforce Special Committee established under Section 86 of the Local Government Act 1989, to expeditiously drive the implementation of the plan. It is recommended that the Special Committee's Terms of Reference be reviewed to:

- clarify its Central Geelong Action Plan implementation role
- provide for a Committee made of up to 8 persons with members including the Mayor and one additional Councillor (Central Geelong Portfolio holder/Brownbill Ward councillor), City of Greater Geelong CEO and 4 to 5 independent experts with skills and experience across business and investment; development feasibility; planning; marketing and promotions; and place making, to be sourced via an expression of interest process
- establish a minimum 4 year term to coincide with the delivery of the Short Term Action Plan actions
- identify powers to be delegated to it by Council including; the ability to make decisions on major planning permit applications within Central Geelong referred to it by Council or the Taskforce Project Manager, in addition to management of a capital projects budget
- provide for the Committee to input into major policy decisions including planning scheme amendments that impact upon Central Geelong or relate to Action Plan projects
- establish up to 4 Priority Action Advisory Committees to replace the Stakeholder Reference Group and be focused on driving delivery of the 10 priority actions:
 - Transport and infrastructure – *Public transport and City loop bus; Connecting people and places*
 - Health and education – *Town and gown; Integrated health and wellbeing project*
 - Place making – *City heart; Greening Central Geelong; An arts and events city, and*
 - Investment attraction – *Investment attraction; Making our assets work harder; Postcode 3220.*

These Committees would ideally comprise:

- a mix of external (to be established through an expression of interest process) and City of Greater Geelong representatives from related areas of expertise and service delivery
- a Taskforce Special Committee independent expert to provide a direct link between the Special Committee and the Advisory Committees
- representation from Enterprise Geelong (Investment attraction) and Central Geelong Marketing (place making), and
- other stakeholders including agencies, public and private sector stakeholders to be identified in more detail when the final governance structure is adopted. The Committees should have the ability to coopt additional expertise as required.
- Require open and regular communication between the Taskforce and Enterprise Geelong and Central Geelong Marketing as appropriate to ensure coordination of effort and project alignment.

Central Geelong Action Plan Implementation Taskforce

Delivery of the Action Plan will require a coordinated effort within the Council to meet the identified action timelines. A flexible Taskforce Unit structure which has the right skill sets including project management, commercial expertise, business facilitation, and the ability to second key staff to be dedicated to work on timely action delivery on an 'as needs' basis so as to be more nimble and able to adjust to priorities and needs as required.

The preferred structure (refer **Figure 5**) includes:

- a Central Geelong Taskforce Manager – an experienced and industry/investor respected professional whose skill sets include development facilitation, feasibility and investment attraction, project management and planning. The role would ideally report to the CEO and be included on the Executive Management Team so as to provide authority to act; establish a higher standing externally; maximise delivery capacity and potential across the organisation with access to key decision makers; and elevate the priority nature of the project.

The Taskforce Manager would report to the Central Geelong Taskforce Special Committee on Action Plan implementation progress. The Taskforce Manager would also monitor major planning permit applications received in Central Geelong and refer key applications as appropriate to the Special Committee and have delegation under the Planning and Environment Act relating to the preparation and approval of planning scheme amendments relating to Central Geelong;

- a Project Team - comprising a core team (in addition to administrative required support to the Team and the Special Committee) with skill sets including strategic planning, project delivery, and infrastructure planning, building and urban design.

This team would be required to manage specific action plan projects directly or coordinate efforts with other divisions across Council. The project team would liaise with and support the operations and activity of the Priority Action Advisory Committees.

It is considered appropriate that this core team would be supplemented with 1 – 2 statutory planners to assess and coordinate major permit applications.

A larger dedicated team is envisaged to be required over time to focus on delivering major projects and supporting ongoing actions. Ideally these resources would be sourced from the broad range of skill sets and capabilities currently within the organisation, supplemented with external expert advisors and resources as needed, to be imbedded in the team. It is recognised that this will have budgetary impacts and implications on broader programs and will require specific resourcing or staff backfilling capacity particularly where there are major impacts on other Council programs for more extended periods of time. The finer detail of such arrangements will need to be a priority action for Council's Executive Team.

The Project Team would need to maintain strong linkages with a range of other Council departments involved in program delivery to ensure coordination of effort and project alignment. This includes working with Enterprise Geelong and Central Geelong Marketing. This arrangement will also need to be supported across all levels of Council to reinforce Action Plan delivery as a key organisational priority.

- a 4 year timeframe for initial operation (to match the Taskforce Special Committee's operations), and
- establishment of a Design Assessment Panel – comprising 3 to 5 experts in architecture and urban design to provide advice on an as needs basis on major proposals, pre-applications and development applications within Central Geelong. Representation to be established through an expression of interest process. An interim Panel should be established as soon as possible to provide advice and input into proposals and a number of actions to commence early in 2014.

3.2 Business Planning and Funding

It will be critical that sufficient funds are allocated to support the timely implementation of key actions. Ideally the project requires a dedicated annual budget sufficient to undertake actions and also as a basis to leverage off other funding opportunities. It is recommended that Council as a matter of priority identify a suitable funding model with a clear nexus to supporting implementation. Options for consideration include:

- establishing a rolling project investment fund
- review of rating strategies
- Development Contribution Plans
- specific redirection of open space contributions
- increased proportion of parking revenue generated in Central Geelong redirected into a Central Geelong Action Plan implementation fund
- Central Geelong asset sales revenue to be directed into a Central Geelong Action Plan implementation fund
- community based funding options including legacy projects, philanthropic and corporate sponsorship
- establishment of a Geelong Investment Fund underwritten by superannuation funds etc, and
- develop a Business Improvement District rate program when legislation permits.

The engagement of external experts on the Taskforce and Design Assessment Panel will also require consideration of remuneration, potentially based on Department of Premier and Cabinet guidelines based on frequency of Taskforce meetings (i.e sessional or annual rates as appropriate).

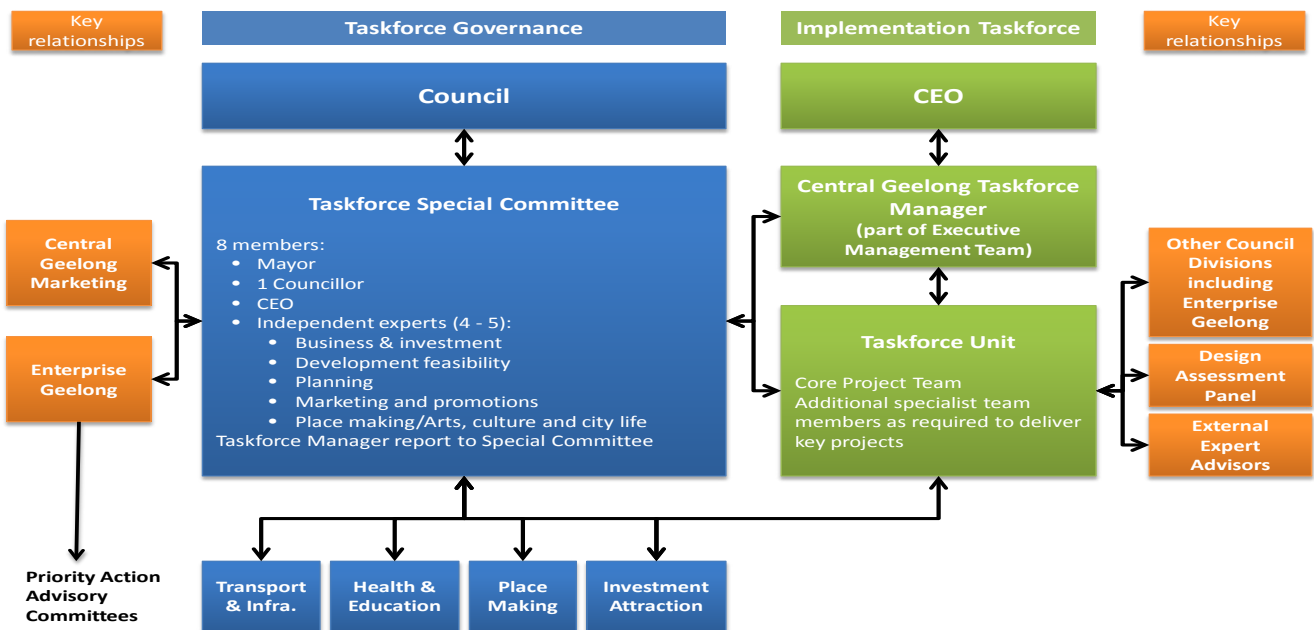


Figure 5 – Preferred project governance and implementation structure



It will be important that resourcing of Council departments such as Events, Central Geelong and Waterfront and the Central Geelong Marketing Committee be reviewed to support a wider events, activation, programming and marketing plan which supports the Action Plan priorities. Options to explore additional funding sources to undertake a wider program of activity, which should be considered in consultation with key stakeholders, include;

- expand the special rate area to match the Action Plan area, and
- increase the special rate program to generate greater benefits to property and business owners.

More generally it is recommended that the maintenance and asset renewal recurrent budgets for Central Geelong projects be reviewed to ensure that any new investment can be sustainably and appropriately maintained and renewed.

3.3 Communications and marketing Strategy

It is recommended as a Central Geelong Taskforce Special Committee 2014 priority that a Central Geelong Action Plan Communications and Marketing Strategy be developed to include branding, project promotion, advocacy and collateral such as an initial investment attraction prospectus.

3.4 Review and monitoring

The Central Geelong Action Plan should be reviewed annually to monitor key short term action outcomes, progress on targets and to adjust priorities or add new project actions as appropriate in the context of changing circumstances.

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