Geraldton City Centre Revitalisation Plan

Local Planning Policy

VERSION 1

June 2017

town planning services

Version	Adoption	Comment
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Contents

1.0 CITATION 3
2.0 BACKGROUND 3
3.0 OBJECTIVES 3
4.0 POLICY MEASURES 3

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1.0 CITATION

This is a local planning policy prepared under the *Planning and Development (Local Planning Schemes) Regulations 2015* and the City of Greater Geraldton Local Planning Scheme No. 1 ('the Scheme'). It may be cited as the *Geraldton City Centre Revitalisation Plan local planning policy*.

The local government may prepare a local planning policy in respect of any matter related to the planning and development of the Scheme area. In making a determination under the Scheme the local government must have regard to each relevant local planning policy to the extent that the policy is consistent with the Scheme.

2.0 BACKGROUND

As part of the *Growing Greater Geraldton A Growth Plan* project a number of supporting / informing documents were produced. One of those, the Geraldton City Centre Revitalisation Plan (Revitalisation Plan) was prepared to guide the future development and revitalisation of the Geraldton city centre

The Revitalisation Plan provides short, medium and long-term aspirations and strategies that will enable the city centre to move toward success, becoming a true regional capital for the Mid-West and beyond.

3.0 OBJECTIVES

a) To have due regard to the document in relevant decision making.

4.0 POLICY MEASURES

Refer to the attached *"Geraldton City Centre Revitalisation Plan"* publication.

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FINAL

GERALDTON CITY CENTRE REVITALISATION PLAN

A BRIGHT FUTURE, A RESILIENT MINDSET AND A STRONG HEART

Government of Western Australia
Department of Regional Development

ROYALTIES FOR REGIONS

Mid West Development Commission

City of Greater Geraldton
a vibrant future

tpg
PLACE MATCH

CONTENTS

INTRODUCTION 1

Project Introduction 1

Project Scope 1

Project Background 2

Project Objectives 2

Project Timeframe 2

REVITALISATION – WHERE DO WE WANT TO BE? 3

Why Revitalisation? 3

What Does Revitalisation Mean For Geraldton? 7

Vision 7

Revitalisation Objectives 8

CITY CENTRE BENCHMARK – WHERE ARE WE NOW? 9

City Centre Strategic Documents 9

What We Heard? 10

HOW DO WE GET THERE? 17

People 17

Place 18

Infrastructure 20

Investment / Economy 21

REVITALISATION STRATEGIES 23

People 23

Place 35

Infrastructure 44

Investment and Economy 56

Priority Actions & Quick-Wins 63

Progress to Date 66

IMPLEMENTATION & LEADERSHIP – HOW DO WE GET THERE? 67

Implementation 67

Implementation Model 68

APPENDIX 1: 71

Excel Stocktake and Strategy Document Review 71

INTRODUCTION

The Geraldton City Centre Revitalisation Plan (Revitalisation Plan) has been prepared to guide the future development and revitalisation of the Geraldton city centre. The revitalisation strategy provides short, medium and long-term aspirations and strategies that will enable the city centre to move toward success, becoming a true regional capital for the Mid-West and beyond.

The governance and leadership structure recommended by the Revitalisation Plan aims to provide an ongoing, accountable and robust mechanism for implementation. The responsibility of revitalising the city centre is shared among all stakeholders, and everyone has a role to play in shaping the success of their city.

PROJECT INTRODUCTION

Preparing a revitalisation plan for Geraldton's city centre was identified as a priority project by Growing Greater Geraldton, as part of the State Government's Regional Centres Development Plan. Growing Greater Geraldton is led by a Growth Plan Partnership consisting of the City of Greater Geraldton, the Mid West Development Commission and the Department of Regional Development. The Partnership is being assisted in the city centre Revitalisation project by TPG + Place Match, in conjunction with project partners Eastman Poletti Sherwood (EPS) and AECGroup.

A successful city centre, for retail, commerce, hospitality, community and civic life, will provide a strong heart for Greater Geraldton as a regional centre. Amongst other things, it links to infrastructure, tourism, reducing leakage from the local economy, employment, civic pride and liveability. The Revitalisation Plan has been prepared to align with Growing Greater Geraldton.

PROJECT SCOPE

The scope of this project is to prepare a City Centre Revitalisation Plan for Geraldton through partnering with the private sector to prioritise and align public and private investments that seek to result in the improvement and activation of the city centre area. The Geraldton City Centre Revitalisation Area is defined within the figure below (Figure 1).

Figure 1. Geraldton City Centre Revitalisation Plan project area (city centre)

PROJECT BACKGROUND

As is the case with all large rural centres, Geraldton has experienced different rates of growth in recent times as a result of varying economic conditions and investor sentiment. Many of the previous strategies prepared for the city centre were when the Oakajee road and rail project was still on the horizon, and Geraldton was predicted to accommodate a population of up to 100 000 by 2020. But as sung by the great Bob Dylan, 'the times they are a changin'.

Geraldton now faces different trials in a challenging economic climate, with a much slower growth rate. However, this is not a negative situation, but instead a chance for leadership, collaboration, pride, and a collective vision. These things are what will carry the city centre forward, backed by the people who believe in this direction and can align with this vision.

There may be some vacancies in shops along Marine Terrace, but there are also many full stores and interesting initiatives taking place and 'green shoots' emerging within the city centre. Embracing a positive sentiment about small changes will have a big impact upon the city centre. Revitalisation of the city centre will be a product of numerous small but impactful initiatives, not one 'silver bullet'. Relying on one large project is not and has never been the solution.

PROJECT OBJECTIVES

The objectives of this project, as set out in the original project brief are:

- Prepare an excel-based stock take of previous city centre revitalisation commitments and progress towards implementation to date. As the new revitalisation plan is developed, update the stock take to indicate where actions have been transferred or superseded etc.
- Work with stakeholders (private and public sector) to prioritise developments / initiatives and a program of work including time frames (short, medium, long term) for public and private investments (separately and jointly) in improvements and activation of the centre city area.
- Work with stakeholders (private and public sector) to identify barriers to development and strategies to overcome these barriers.
- Provide clear links to the provisions in the statutory planning process for development that contributes to the city's identity, environment, structure, common interest and culture.
- Increase developers' appreciation of the expected built form outcomes in the central city, and inspire high quality design for new and upgraded buildings, spaces and navigation that reflects sound principles of place making.
- Improve integration of policy-making regarding public spaces and the public-private interface.
- Provide Council with an ongoing reference tool in the coordination of its routine capital works and maintenance program to contribute to the revitalisation.
- Facilitate clear going governance.

PROJECT TIMEFRAME

This project commenced in May 2016 and continued through to September 2016. The project involved a minimum of four visits to Geraldton to conduct a comprehensive engagement program with relevant stakeholders and update the project reference group on relevant progress.

REVITALISATION – WHERE DO WE WANT TO BE?

WHY REVITALISATION?

Revitalisation is just one of the common terms used to describe the collective city renewal movement, where cities all over the world are re-imagining themselves in order to survive through changing global circumstances. Cities are re-inventing themselves in an era of change, to become more dynamic, resilient and sustainable and are re-visiting their roots, and their core purpose; being a place for people.

This chapter discusses the importance of 'city visioning', some case studies of other cities that have adapted different processes to guide their revitalisation, as well as exemplary organisations in this space, such as Renew Australia and Geraldton's own Pollinators Inc.

CITY VISIONING

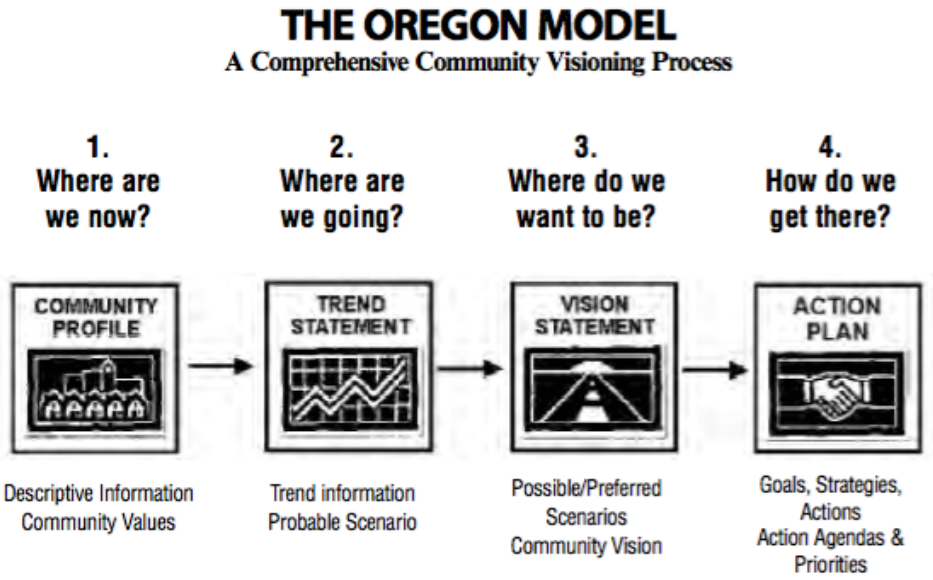
Part of the revitalisation process includes city visioning, whereby a way forward (a vision), is formulated to guide all other objectives, actions, measures and initiatives guiding that city's future.

City visioning helps to provide a clear direction for all facets of future development and evolution, and contributes toward forming up actions and priorities that will help achieve this vision. There are many examples of cities where this visioning process has been used to develop a strategic framework for future direction and action.

The Oregon Model

One process of city/community visioning is known as 'The Oregon Model', a tool out of the Oregon Visions Project and developed by the Oregon Chapter of the American Planning Association. This process follows a four-step strategic visioning process, with each step guided by a key question and activities to achieve outcomes (or products). The four steps are:

1. Where are we now?
2. Where are we going?
3. Where do we want to be?
4. How do we get there?



The model is to be used as an overall guide, and allows each project to selectively use each step as relevant, incorporating flexibility into the process. These questions and steps have been loosely adapted for the Geraldton City Centre Revitalisation project to help form an overall direction and way forward.

CASE STUDIES

Imagine Austin (2012)

Imagine Austin is a comprehensive strategic plan that provides Austin with the roadmap to navigate the challenges of the 21st century, core principles for action to achieve a sustainable future, and how to use those principles to turn the plan into a reality.

The vision guiding the plan is:

"As it approaches its 200th anniversary, Austin is a beacon of sustainability, social equity, and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its citizens and where the necessities of life are affordable and accessible to all.

Austin's greatest asset is its people: passionate about our city, committed to its improvement, and determined to see this vision become a reality."

The process for preparing 'Imagine Austin', involved analysis of Austin's current state, visioning for the future, incorporating this vision into policy, and setting up an implementation framework.

The core principles for action are:

- Grow as a compact, connected city
- Integrate nature into the city
- Provide paths to prosperity for all
- Develop as an affordable and healthy community
- Sustainably manage water, energy and other environmental resources
- Think creatively and work together

Austinites are united by their desire to see the plan yield results. In adopting this plan the City of Austin invited everyone – residents, local companies, business groups, philanthropists and non-profits, governmental agencies, and others – to partner with it to realise the plan. A collaborative commitment is essential, starting strong and sustained in the years ahead.

The Portland Plan (2012)

"Prosperous, educated, healthy, equitable"

The Portland Plan brought together more than 20 agency partners and thousands of residents, businesses and non-profits to create a strategic plan to make Portland prosperous, healthy, educated and equitable. It provides a structure for aligning budgets and projects across numerous public agencies, guiding policies with an eye toward the year 2035, and five-year action plan to get things started.

The Portland Plan is organised around an equity framework, with three integrated strategies and a set of measurable objectives to track progress. It focuses on a core set of priorities: prosperity, education, health and equity, and is a plan with a focus on people.

Framework for Equity	3 Integrated Strategies	12 Measures of Success
Close the gaps Engage the community Build partnerships Launch a racial and ethnic justice initiative Increase focus on disability equity Increase internal accountability		1. Equity and inclusion 2. Resident satisfaction 3. Educated youth 4. Prosperous households 5. Growing businesses 6. Job growth 7. Transit and active transportation 8. Reduced carbon emissions 9. Complete neighborhoods 10. Healthier people 11. Safer city 12. Healthy watersheds

"The Portland Plan breaks down traditional bureaucratic silos. Collectively, the public agencies that operate within Portland spend nearly $8 billion annually on activities related to prosperity, education, health and equity. To get more from existing budgets, the Portland Plan emphasizes integrated strategies with actions that align efforts and investments, have multiple benefits and improve efficiency."

To assist with implementation of the strategy, the overall goals and objectives set the direction for further action. Guiding policies form part of the strategy, which help the City of Portland and partners make long-term investments and budget decisions. A 5-year action plan including specific steps is also incorporated in the strategy. Some of these steps are the first steps needed to help achieve significant change, whilst others are quick-wins which have a short-term result.

"Partnerships must go beyond just aligning budget priorities. Portland residents and businesses must build civic infrastructure that taps into the potential power of our private and non-profit sectors, communities and government agencies. Everyone needs to work together to realize the Portland Plan's goals."

Philadelphia 2035 (2011)

The city-wide vision for Philadelphia, 'Philadelphia 2035' provides a blueprint for a 21st century city that thrives with new growth and opportunities, connects to the region and the world, and renews its valued resources for future generations.

Philadelphia today is a desirable, vibrant place with an authentic urban form that is experiencing long-term population growth. Philadelphia 2035 builds on the city's recent success and long-established assets to guide physical development for the next 25 years and beyond.

The vision starts by analysing Philadelphia's current position, along with its historical influences to date. This is then layered in with its key strengths (a strong metropolitan centre; diverse, authentic neighbourhoods; and industrial-legacy areas), with the aim *'building on our strengths*' and using these to drive strategies moving forward. These strategies are grouped under three primary themes:

- **Thrive** (neighbourhoods, economic development, land management)
- **Connect** (transportation, utilities)
- **Renew** (open space, environmental resources, historic preservation, public realm)

Implementation of the strategy is two-fold, principally governed by an overarching citywide vision; this is then translated into district plans, which will inform future zoning and regulatory provisions. The strategy uses an 'Objectives Tracking Matrix' to ensure the objectives under each strategy are accountable through measures, as well as phased implementation of strategies.

"Many strategies are not simply one-time investments, but require ongoing attention for continued operation. Also, many strategies call for programs that require additional staffing. These on-going operating costs reflect the costs of hiring and maintaining those staff positions."

PHILADELPHIA 2035

Vision 2040: A Stockholm for Everyone (2015)

Vision 2040 was approved by the City of Stockholm's City Council in October 2015, and all committees and boards within the city organisation were given the task of promoting the vision. The plan covers four principles areas and their relevant sub-topics:

- **A Stockholm that stands united** (education, social services, sporting, cultural, leisure activities, vibrant city)
- **Eco-smart Stockholm** (sustainable construction, eco-friendly lifestyles, eco-smart transport, clean and beautiful urban environment)
- **Financially sustainable Stockholm** (Unique opportunities for work, lifetime learning, leading knowledge region, smartest world city, natural choice for a variety of companies)
- **Democratically sustainable Stockholm** (lively democracy, free from discrimination, safe and secure city, accessible city, employer role model)

The strategy also recognises some of Stockholm's growing challenges:

- Growing city population – the need for housing, accessibility and social services
- Global competition – in regard to companies, skills, capital and investments
- Municipal service expectations – are changing, requiring more attention on change and development
- Geographic context – built on islands and surrounded by green areas and waterfronts, requiring costly infrastructure (tunnels, bridges etc.) to increase connectivity
- Providing equitable living conditions – reducing differences in living conditions to strengthen citizens well-being

Ultimately, the strategy looks at translating the vision into strategic actions, recognising that the vision aims to generate clarity about the City's long-term ambitions, both internally and with regard to external partners. The vision requires specific goals to be developed to carry the vision forward into achievable steps. The vision also focuses on partnerships that will enable successful growth of Stockholm:

"Many of the key initiatives underway in the Stockholm region are built on a finely developed working relationship and various forms of partnership between the city, other public-sector agencies, academia and the business community. In order to be able to achieve this vision and to ensure the continuation of strong, sustainable growth, it is essential to develop these forms of partnership – particularly between the local and county authorities and state agencies in the Stockholm region. The everyday lives of Stockholm citizens will become simpler in a region distinguished by shared and active planning in the fields of residential construction, health and care, education and the labour market."

RENEW AUSTRALIA

What is Renew Australia?

Renew Australia is a new national social enterprise designed to catalyse community renewal, economic development, the arts and creative industries across Australia. It works with communities and property owners to take otherwise empty shops, offices, commercial and public buildings and make them available to incubate short-term use by artists, creative projects and community initiatives.

Renew Australia is based on the intellectual property, experience, and case study pioneered by Renew Newcastle – established in NSW by Marcus Westbury in 2008. The brand has now moved into other areas of Australia, including:

- Renew Adelaide
- Renew Townsville
- Renew Sydney
- Made in Geelong
- Docklands Spaces
- Pop-up Parramatta

The Story of Renew Newcastle

Marcus Westbury, a Newcastle local, founded Renew Newcastle in 2008 prompted by the large number of vacant and dilapidated buildings in and around the Hunter Street Mall in Newcastle's city centre. There were many factors that has influenced this situation, however a major cause was the decentralisation of commercial centres from the city centre to suburban shopping centres.

To help rectify the issue, Marcus created a matchmaking mechanism between local businesses and the empty shops and office spaces. This simple strategy based on the temporary and low cost creative activation of more than 150 empty buildings helped to transform the Newcastle CBD and became a catalyst for renewed commercial investment. Less than two years on, more than 70 new businesses and initiatives had been seeded and Newcastle was hailed by Lonely Planet as one of the top 10 cities to visit in 2011 due to the exciting, eclectic creative community that had evolved. Newcastle also experienced the following outcomes and benefits:

- 50-90% drop in vacancy rates
- 500,000 extra tourists each year
- 25% vandalism decrease p/a, reducing maintenance costs
- Improved business and community confidence
- Job creation and skill development
- Volunteer engagement
- Creation of intellectual capital and commercial value
- Improved regional 'brand' value, tourism and inward investment

How does this apply to Geraldton?

Geraldton shares many similarities with Newcastle. Being a key regional city located on the coast, driven by major industry investment and maintains a smaller population than that of the state's capital located just a few hundred kilometres south.

Although Geraldton is not experiencing the same vacancy and decline as Newcastle, there are many positives that can be taken from this model and applied to Geraldton to help with the revitalisation process of the city centre.

POLLINATORS INC.

The Pollinators Inc. (Pollinators) is a member-based social enterprise founded in December 2010 in Geraldton, operating like a business (earned revenue) along with grant funding to achieve its social mission, and grow thriving regional communities while remaining financially resilient.

The Pollinators embody many practices that contribute to city centre revitalisation, and are driven by their mission and vision outlined below (respectively):

"Nurture innovations and people that enable healthy, resilient communities."

"By 2020, Greater Geraldton will be globally-recognised as a model for sustainable communities."

This is further defined by their values; connected, collaborative and creative; and their objectives:

- Raising awareness of social innovation and social entrepreneurship,
- Providing practical support for innovators and entrepreneurs,
- Researching and sharing cases, tools and knowledge,
- Enabling collaboration within and across sectors of society,
- Partnering with individuals and organisations with aligned objectives.

The Pollinators have established 'The Hive' in the Geraldton city centre – a co-working, meeting, event and office space. They have helped provide or find spaces for other services and groups in the city centre, working with landowners of empty buildings to facilitate these groups.

In August 2016, the Pollinators signed an MOU with Headspace, The Comedy Emporium, Mara Art Aboriginal Corporation and the Arts and Cultural Development Council as part of their union under the Pollinators' new CreativeHub space in the West End of Marine Terrace. The MOU is where the partners have agreed to commit to growing creative industries as a legitimate and valuable part of the Mid West economy, creating a vibrant hub for creative and youth services in the city.

Given their established role contributing to the vibrancy and success of Geraldton, and moving forward the Pollinators will be an important driver in the revitalisation of the city centre.

WHAT DOES REVITALISATION MEAN FOR GERALDTON?

Geraldton is aspiring to better fullfil the role as the region's capital. This recognises the city centre's important role to not only be a strong heart for Greater Geraldton, but to also service the broader Mid West region and become a leader in this area. Becoming a regional capital will include facilitating the growth of the city centre in a collaborative manner, utilising knowledge and resources from all stakeholders. Revitalisation for the Geraldton city centre will be a collective exercise.

Revitalisation in the context of Geraldton city centre means introducing strategies that can help to address existing issues and challenges, and harness many of the opportunities available. For a regional capital, this will require a collaborative approach, leaders in the community, visionary thinking, quick-wins to harness the momentum of change, a 'central business district' that evolves into a diverse city centre, and a place that its visitors and inhabitants can be proud of.

To develop a direction for revitalisation of the Geraldton city centre requires an understanding of the current condition (benchmark), engaging with relevant stakeholders, and determining what strategies can address the revitalisation objectives to help achieve the overall vision, tied in with a collaborative implementation model.

VISION

Developing a vision for the revitalisation of the city centre requires looking forward as to what it will be known for. This vision should be reviewed as each of the strategies within the Revitalisation Plan is reviewed, to ensure it is still relevant, achievable, measurable and visionary.

The vision for the revitalisation of Geraldton city centre is:

"For Geraldton city centre to develop as the regional capital of the Mid West, as a collaborative and innovative leader that positively harnesses change. The city centre will be a unique place for locals and visitors and an active destination embracing Geraldton's nautical history and assets. The broader community will come together to deliver this vision and strengthen their city centre heart."

To engage all stakeholders in embracing this vision, it should be broadcast throughout the city centre (interpreted by local artists). This will ensure commitment to the cause, buy-in from stakeholders, a clear vision, and initiate excitement.

REVITALISATION OBJECTIVES

A set of objectives have been prepared to guide this project and the overall revitalisation of the Geraldton city centre to achieve the vision above:

- Expand Geraldton's city centre role beyond a business district, to become the tourist/ entertainment precinct in the Mid West and a core residential, innovation and community hub.
- Establish a culture of collaboration in the community to leverage existing knowledge, resources and assets.
- Harvest a can-do attitude that sets the city centre apart as the innovative centre of the Mid West.
- Support the compact growth of the city centre and linked transport infrastructure that challenge the culture of needing to drive everywhere.
- Create comfortable and exciting places and streets for people to enjoy.
- Embrace the nautical influences of the Batavia Coast and clearly promote these as assets of the place.
- Provide clarity, collaboration and accountability around leadership and governance.
- Look for 'quick wins' and interim opportunities to activate and enliven the city centre whilst bigger picture plans are in progress.

CITY CENTRE BENCHMARK – WHERE ARE WE NOW?

In developing strategies around revitalisation of the city centre it is important to understand what the current condition is. To develop this understanding for Geraldton city centre, two primary methods were utilised: a review of previous strategy documentation, and engagement with city centre stakeholders. These methods provided a benchmark for the city centre as it currently exists, analysing what strategies had previously been developed and whether any progress had been undertaken. They also provided significant direction for developing strategies as part of this revitalisation plan.

CITY CENTRE STRATEGIC DOCUMENTS

As part of this project, a stocktake of strategic documents for Geraldton (and Greater Geraldton where relevant) was undertaken. This stocktake provided a brief overview of each document, as well as any key initiatives or opportunities that could be leveraged by the revitalisation plan, and if any initiatives or opportunities have been undertaken to date.

DOCUMENTS

The strategic documents included in the stocktake were:

- City of Greater Geraldton draft Local Planning Strategy [2014]
- City of Greater Geraldton Commercial Activity Centres Strategy [2013]
- City of Greater Geraldton Residential Development Strategy [2013]
- City of Greater Geraldton City Centre Planning Policy [2012]
- City of Greater Geraldton draft City Centre Planning Policy [2016]
- Geraldton City Centre Vibrancy Strategy [2012]
- Geraldton CBD Revitalisation Program [2014]
- Greater Geraldton Economic Development Strategy 2013-2023 [2013]
- Geraldton Regional Centre Strategy [2005]
- Regional Centres Development Plan Framework [2015]
- Mid West Regional Blueprint [2015]

Refer to Appendix 1: Excel Stocktake and Strategy Document Review

Through the engagement process the importance of the City's '2029 and Beyond' project was highlighted by several stakeholders, in that it was an extensive community participatory project that informed the direction forward on a number of key initiatives, including the Local Planning Strategy and Scheme.

FINDINGS

The stock take of the strategic documents established the comprehensive level of analysis and strategic planning that has been done for the city centre to date, with much of this information still relevant. One of the key findings was that although these strategies still had relevance to the city centre, and for many there were common themes or areas addressed, they were largely separate documents that lacked an overarching vision that could easily discern implementation or action.

The key themes in relation to the future of the city centre were:

- **Maturation of the city centre** – to become a primary 'regional centre' within Greater Geraldton, with a capacity for a population of 100 000 residents.
- **Intensive** – concentration of development, compact city centre, consolidated core.
- **Diversity** – multi-functionality, with opportunities particularly for work/leisure/accommodation.
- **Employment** – offering the higher order jobs in the region.
- **Focal transport point** – increased connectivity and transport network.
- **Residential growth** – within the city centre to support intensity, activation and vitality.
- **Investment** – capital investment, investment attraction.
- **Economy** – diversification needed, evolving economy from agriculture to research/knowledge based, opportunity for tourism.
- **Innovation** – leadership, governance, smart city, digital economy, creative industries.

The common issues, barriers and challenges in relation to the city centre were:

- **Car parking** – lack of car parking, paid parking.
- **Transport network** – poor pedestrian and cyclist facilities.
- **Connectivity** – poor connectivity with the foreshore, marine and surrounding suburbs, large scale of the city centre area.
- **Underdevelopment** – development not meeting needs of a maturing city centre / regional capital.
- **Development process** – complexity, high fees, incomplete developments, land banking.
- **Lack of vitality** – poor activation and safety, need for residential, vacancies, poorly maintained buildings.
- **Aging infrastructure** – transport, water, electricity, telecommunications.
- **Student/youth retention** – lack of affordable housing options, lack of broad course availability.
- **Aging population** – potential impact on housing, infrastructure, facilities.
- **Port proximity** – restricts development west, management of multiple (and conflicting) land uses.
- **Positioning / branding / identity** – limited branding/marketing exposure.

The commonalities between these strategies helped to form the beginning of the benchmarking process for the city centre, and were used to inform the first round of engagement. This is where these findings were tested with the relevant stakeholders to confirm or provide further insight into these issues. There were also gaps identified as part of this engagement. Ultimately many of these strategies should link to the strategies identified in this Revitalisation Plan, but have been tailored to be relevant to the existing context, and to meet the refined and desired outcomes.

WHAT WE HEARD?

ENGAGEMENT PROGRAM

In accordance with the project brief and the Community and Stakeholder Engagement Strategy, four rounds of engagement were conducted in Geraldton with key stakeholder groups. The primary project team from TPG hosted these sessions.

Stakeholder Group	Round 1 4/5 July	Round 2 25/26 July	Round 3 8/9 August	Round 4 29 August
Growing Greater Geraldton – Project Control Group	✓	✓	✓	✓
City of Greater Geraldton Councillors	✓	✓	✓	✓
City of Greater Geraldton Executive Staff	✓	✓	✓	✓
Key City Centre Stakeholder Working Group		✓	✓	✓
Strategic Landowners Workshop	✓			
Business/Property Owners Open Workshop	✓			
Community Open Day			✓	

There were also additional engagement activities engaging with key landowners in the city centre who were based in Perth, liaising with Cardno the infrastructure consultant as part of the Growing Greater Geraldton project, and other stakeholders where relevant.

Engagement Round 1 – 4/5 July

The first round of engagement introduced the project to the broader community and represented the first point of contact with key stakeholder groups, where rapport was formed. Workshops were conducted with the PCG, Councillors, and Executive Staff that discussed the Renew Australia example, delivered a summary of the document review findings, and tested the documented issues and challenges.

Through a collaborative process strategic landowners within the city centre were identified and invited along to a separate workshop, given their importance in shaping the future of the city centre. Identification of the strategic landowners was guided generally by ownership of strategic sites, consolidated sites or landholdings, or significant development applications that haven't

been progressed. This workshop again discussed the Renew Australia example, delivered a summary of the document review findings, and tested the documented issues and challenges, however was more targeted towards the issues and challenges faced by landowners.

A business/property owner's workshop was also held, publicly inviting all business and property owners within the city centre to an open workshop. This workshop again discussed the Renew Australia example, delivered a summary of the document review findings, and tested the documented issues and challenges, and was targeted toward the experience of business/property owners.

Following both the strategic landowners and business/property owner's workshops, all attendees (along with the broader city centre database) were invited (as part of an expression of interest process) to nominate to be a part of the Key City Centre Stakeholder Working Group (Working Group) to continue their involvement in the project. Terms of reference guided the selection of 12 final members in this Working Group.

Engagement Round 2 – 25/26 July

The second round of engagement focused on sharing preliminary findings, strategies and ideas with the (now four) primary stakeholder groups. Each group for this round (as detailed in the table above) attended a separate workshop. These workshops, although tailored to each group's particular knowledge and interests, generally covered similar material. These workshops summarised findings from the first round of engagement, identified key opportunities, discussed a preliminary implementation model, and discussed draft strategies aided with visual sketches.

Engagement Round 3 – 8/9 August

The third round of engagement focused on understanding priorities, actions and commitments with the primary stakeholder groups. Each group for this round (as detailed in the table above) attended a separate workshop. These workshops, although tailored to each group's particular knowledge and interests, generally covered similar material. These workshops summarised findings from the second round of engagement, expanded on the objectives for the city centre's revitalisation, grouped strategies under outcomes, tested the prioritisation of strategies, and discussed implementation further.

As part of this round of engagement, a Community Open Day was held at the new Geraldton Multipurpose Centre at the foreshore. The community was invited to come along to this drop-in session, browse a series of posters that summarised the key strategies and ideas, and provide feedback either at the session or online. The feedback from this session was utilised in finalising the final draft strategies.

Engagement Round 4 – 29 August

The fourth round of engagement focused on refining the plan and discussing the next steps with the primary stakeholder groups. Each group for this round (as detailed in the table above) attended a separate workshop. These workshops, although tailored to each group's particular knowledge and interests, generally covered similar material. These workshops summarised findings from the third round of engagement, final refinements to the strategies, weighted discussion on the implementation and leadership model, and opportunities for getting started on some of the strategies.

Overall the engagement process helped to refine the strategies throughout the life of the project, unique insights, and realise many considerations that will ultimately help with the success of the Revitalisation Plan.

Figure 2. Property and Business owner's workshop (5 July 2016)

Figure 3. Community Open Day (9 August 2016)

KEY THEME FEEDBACK AREAS

There was a large amount of feedback received through the engagement process, in the programmed workshops, general dialogue and discussion, the Community Open Day and cross-analysing this feedback against observations.

The below table provides a high-level succinct overview of the key theme areas that were common amongst the feedback, and the significant points that were raised as a part of this process, that largely informed the revitalisation strategy responses, along with the review of the previous strategy work.

Pedestrian Access and Movement

- Chapman Road acts a barrier in the city centre – for traffic, but also to cross as a pedestrian
- Accessing the foreshore from the city centre is generally not obvious and in some casses difficult – for both pedestrians and vehicles.
- Connectivity and movement through the city centre an issue
- Possibility of Berth 2 becoming a cruise ship terminal, infrastructure to increase connectivity to the city centre would be important
- Vehicles appear to have the right of way in Marine Terrace and Foreshore Drive
- Possibility to initiate a land-swap in the city centre to assist with the creation of pedestrian access / laneways

Activity

- People attract more people to an area
- Aspirations for an active city centre, no dilapidated buildings and people walking around
- Trading hours are a challenge, not many shops are open on the weekend
- West End is becoming a creative centre – performing arts, crafts, social capital, cafes etc.
- People don't feel safe, but foreshore has contributed to feeling of safety
- Pop-up uses have brought activity e.g. Jaffle Shack
- No activity in the city centre after hours (no after work culture), there is no way to get home if you hang around and have a drink – we need to get people investing and staying in the city centre over and above their work commitments
- Christmas time in Marine Terrace with stalls was a buzz of activity, the shops were open, positive atmosphere
- There are many older residents who would like to be located in the city centre, which in turn helps to create life and activity
- The city centre needs to feel safe
- Only region that does not have a state significant event, possibility for a crayfish festival in the city centre
- Increased police presence could help with perception of safety in the city centre

Urban Form and Public Space

- Shops along Foreshore Drive don't presently face the foreshore – opportunity to turn these shops around
- Opportunity to provide higher density residential in the city centre, encourage people to live there
- Community love the foreshore re-development (jewel in the crown)
- Lack of protection from wind and sun (previously raised as part of BCM2 and 2029 and Beyond)
- Constraints on re-activation of old buildings, specifically for disability access
- An issue around development in the city centre is that many of the blocks are long and narrow
- Accommodation for students and staff working in the city centre (e.g. hospital staff) would benefit
- The foreshore area is highly celebrated as a positive aspect of the city centre
- Bright garden beds, trees etc. would add to the vibrancy of the city centre
- Street trees in Marine Terrace presently shed a lot of leaves

Identity and Brand

- Climate is a significant positive factor to the lifestyle and reason for living in Geraldton
- 'Geraldton feel' was explored as part of 2029 and beyond, but no branding for the city centre
- Many people come into town to watch the cruise ships arrive, there aren't many working ports next to a city centre – this is a unique part of Geraldton
- We all love Geraldton, but there are little bits and pieces that make the loudest story
- Geraldton has the assets unique to a city – museums, café culture etc. as well as a beach, and then you can watch a ship come into the port, all on the same day
- The lifestyle and weather are key factors in locating to Geraldton
- City centre should be a target destination for entertainment of locals and visitors (music, socialisation, play)
- A place that services the community, and spoils the tourist
- Investment in the positive promotion of the city centre

Tourism

- Tourism has the potential to bring investment into town
- Need a strategy at getting tourism numbers above the short weekend burst, getting people to stay in town
- State Government vision in regard to capturing the offer of the Abrolhos Islands
- Five different coastline names often confuses visitors
- We need a concise direct message to get people to Geraldton
- There are plenty of things on offer in regard to tourism, the big pink lakes, crayfish etc.
- Make sure Geraldton is promoted in Tourism WA, including regional assets (e.g. wildflowers)
- There needs to be more promotion of the city centre, and Geraldton generally in broader markets
- Presently no tourism operator in town to help with bookings of Geraldton's tourist offerings, many visitors miss out on visiting the Abrolhos due to a lack of information and coordination

Transport, Access and Car Parking

- Misunderstanding of Chapman Road legibility – road is wide enough for two lanes but it is only single lane each way
- Issues with visitors to the city centre understanding the one-way traffic flow
- Car parking situation at the foreshore was a compromise between those who wanted less parking and those who wanted parking on the grassed areas
- There is a need to change the perception of Lot 601 as a car park, potentially through a charge or timing limit
- There are a lack of alternative transport options aside from cars
- Foreshore Drive should have a two-way traffic flow to increase accessibility and legibility
- The city centre needs to be accessible to encourage people to visit
- There have been discussions over the years about providing car parking or access through the rear of the long, narrow city centre blocks
- Employees constantly parking in normal shopper bays, they don't want to park far away
- Confusion in the parking system, there are no timed tickets to track how long you have been there
- Short term timed free parking has been successful in places like Victoria Park and South Perth, which could work well in the city centre

Infrastructure

- Water pressure and electrical issues are of significant proportions – high cost for upgrades generally and in redevelopment
- Existing lighting is poor, more is needed throughout the city centre of a better quality to ensure safety
- Cost of upgrading infrastructure (particularly fire tank upgrades) has been passed onto the tenants rent, and the market isn't meeting the demand to absorb that increase
- A need for public toilets in the city centre, there are none in the malls and those located in the foreshore area are often too far to walk

Mindset and Incentives

- Land banking, particularly where there is no incentive to do anything with the property
- Opportunity to enable people to innovate – the only barrier is will
- There is a need for a tourism focus and mentality to service the patrons from the cruise ships
- A big part of revitalisation will be the cultural shift from a rural centre to a city centre
- A lack of confidence has resulted in a negative sentiment in the community
- Lack of an overall vision for landowners to work with
- You don't have to invest a lot of time, money or labour to see if some changes work
- People have an expectation of being able to park close to the place they are visiting, changing this will be part of a cultural shift
- Having the support of the governing authorities is ideal
- There needs to be a pro-active approach and support when a developer has an idea or a vision, don't turn them away, work with them
- How do we overcome the barrier of getting people to invest when they can't find a return
- There might be a missed connection between people's needs and the supply available in town (particularly of spaces)
- Seed funding / low interest loans could enable buildings to be refurbished to an acceptable standard
- Revitalisation will take a combined effort and a lot of varied stakeholders to make a change
- There is presently a misalignment of processes, whereby applications that support the revitalisation vision are getting stuck in the system

HOW DO WE GET THERE?

Through observation, analysis and engagement, the following key themes emerged as part of the project process. These have informed the creation of ten core priorities that have helped identify, develop and shape 58 subsequent strategies and outcomes, along with associated projects and actions and measures that help to define the success of the Revitalisation Plan for Geraldton city centre. The four key theme areas are explained in detail below in regard to the key priorities that resulted from the process. These are detailed further in table form in the next chapter 'Revitalisation Strategies'.

PEOPLE

The strategies under the theme area 'people' are focused on meeting people's needs as pedestrians and patrons in the city centre, as they are the key users and provide the vibrancy and activity sought in the city centre.

LIVELY AND ACTIVE CITY CENTRE

The intent of a revitalisation plan is to bring [back] activity to a place, and provide strategies around fostering this activity. It was clear through the engagement process, as well as the document review process, that bringing activity into the city centre was an important goal for Geraldton. Previous studies, such as the City Centre Vibrancy Strategy, considered strategies that would bring activity and vibrancy back into the city centre. This has long been a goal for Geraldton's city centre.

The goal of providing a lively and active city centre needs to consider the level of activity in the city centre, and how to ensure people are invited to stay and linger in the city centre.

One of the findings through consultation was that there was a minimal 'after hours culture' in the city centre, where most people would go home straight after work rather than linger at a venue and meet friends or colleagues. This reduced the overall level of activity in the city after hours, and therefore not many venues or tenancies were able to sustain longer opening hours.

A part of this issue was addressing people's movement in and out of the city centre, as there is a lack of readily available transport that accesses the sprawled suburbs that service the city centre. Looking at alternative modes of transport that could accommodate movement of people in and out of the city, particularly after hours or during events was a priority for supporting a lively and active city centre.

Another key issue was addressing the perception of safety; people will stay in an area longer if they perceive they are safe. Providing bettern than adequate lighting in the city centre after hours was essential, but there was also an opportunity to be innovative with lighting provision, to communicate a broader message of fun, liveliness, activity and that the city is a place people want to be after hours.

Providing the opportunity for tenancies to expand their trade into the street through parklets was seen as a favourable initiative that can add vibrancy to the street, and help support existing businesses by drawing people to them as they use the parklets. It was noted that the parklets should support the existing business they were in front of, and work as a part of that business, rather than a direct competitor.

Tying in all of the above strategies was the overarching need to re-introduce the city centre as a place to live, rather than a 'central business district', as this would not be its primary function moving forward. In line with many of the other strategies to introduce residential and other active uses (complementary to retail) in the city centre, changing the branding, marketing and dialogue around the city centre as a place where people live was seen as a crucial strategy to change people's perception of the place going forward.

PRIORITY FOR PEDESTRIANS AND PEOPLE

A key ingredient of many city centres is streets and places that prioritise pedestrians and people. A place where people come first is one that is accommodating, accessible, comfortable, and active, all things the Geraldton city centre can achieve. A city that welcomes and looks after its people is a successful city.

For any recommendations within the city centre, it is essential to collect baseline data in regard to pedestrian movement and use of city spaces to understand how people use the place, and how long for. Tracking these movement patterns over time will help to inform evidence-based decision-making, as people's needs can be understood through data, and the success of any trials or changes affecting pedestrian movement in the city centre can be tracked.

To increase pedestrian comfort in the city centre, providing awnings and broader streetscape enhancements will help the function of the street, as well as improve the look and feel of the place. Awnings should be included on any new developments, and incorporated onto existing developments where possible. They provide shade to pedestrian paths in the summer months, and protection from the rain during the winter months, increasing pedestrian comfort in the street spaces.

Streetscape enhancements will ensure that appropriate amenities are provided in the public realm, such as trees, benches, bins, bike racks, toilets, clear paving, ramps, street parking, and reduced signage and clutter. These not only improve the pedestrian experience, but also encourage pedestrians to walk and linger in the city centre, adding to overall vibrancy.

At present, there are minimal gathering spaces in the city centre for events or similar activities. The clock tower square in Marine Terrace lends itself as the natural heart of the city centre given its location, bend in the street, mid block lane access, existing seating and shaded amenities, and community artwork. Enhancing this existing asset to accommodate for temporary events, provide public toilets, and become the focal gathering space in the city centre.

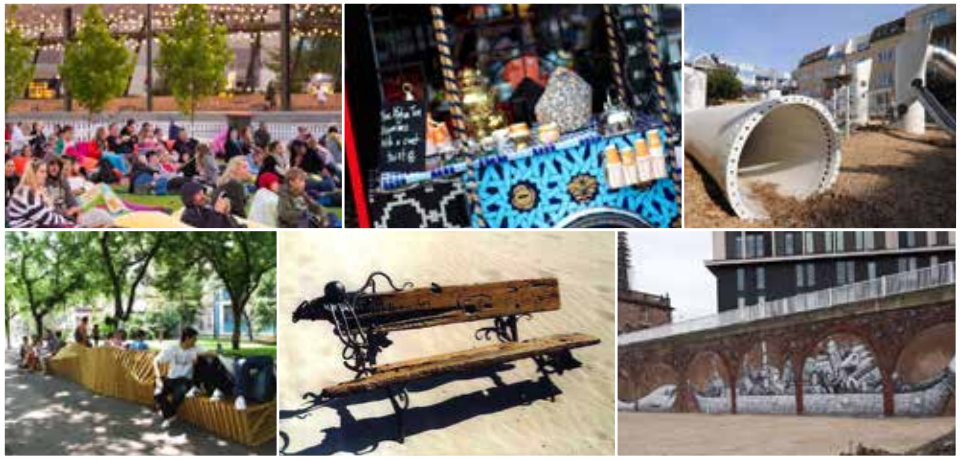
PLACE

The strategies under the theme area 'place' are focused on enhancing the quality of the city centre in regard to land use, built form, profile, and overall place identity and pride.

DIVERSE CITY CENTRE

Geraldton has one of the most diversified economies of any rural/regional centre in Western Australia, however its city centre offer is almost entirely focused on retail service provision. Interesting city centres encourage people to visit and enjoy the different services and experiences they have to offer, and this is largely through having a variety of uses and activities present to increase the level of choice.

One of the primary goals for the city centre is to embrace a 'Regional Centre Mindset', which includes looking beyond the city centre's role as simply a central business district and primary retail hub, and its role as servicing not only greater Geraldton, but also the Mid West region. It is important for the city centre to recognise its responsibility in catering to the needs of the broader population through a variety of uses. If it remains at a significant retail hub, it will be challenged by other large suburban retail developments. This was recognised as one of the primary issues



and challenges through the engagement process, whereby the development of the Northgate Shopping Centre resulted in the decline of in the city centre's primacy.

To ensure the sustainability of the city centre, it has a greater role to play than retail and commercial service provision. The city centre needs to embrace residential opportunities to increase the overall resident population, which subsequently requires day-to-day needs to be met and community services located within a walkable distance. The city centre also has an important role in becoming the primary entertainment and food and beverage precinct within the region, which will encourage visitors alike to access these services. This will significantly add to the level of vibrancy and activity.

The city centre also has an important role to play in catering to tourism. Presently the value brought by the cruise ship industry is not fully realised due to many complex issues, however it is a key source of tourism income that can be harnessed particularly by the city centre, as the major access point next to the port.

BRANDING AND PLACE PRIDE

It is important to develop a city centre brand and identity for Geraldton to help promote the significance of it as a place, and all it has to offer. Place branding transcends beyond a logo, and looks at developing an identity for a place that people can associate with and develop loyalty toward. This in turn helps to develop place pride, where people are willing to invest in a place and a cause, and contribute toward its collective betterment. The city centre would greatly benefit from this exercise, along with many quick-wins and actions that will help encourage place pride.

As realised through the engagement process, one of the most unique things about the city centre is you can be sitting in a café metres from the foreshore, with access to city services, and experience watching a large cargo ship arrive at the port all at once. Geraldton has a large maritime industry, as well as a deep nautical history (the Batavia and Abrolhos Islands). This paired with its central port and city centre that sits on the coast all speak toward a nautical/ maritime story that should be embraced and celebrated throughout Geraldton as a point of difference. Part of conveying this story will be embracing this theme in street works, artworks, events and new developments.

As part of building place pride it is important to include quick-win projects that include small effort, but have a large impact in uplifting part of the city centre. Things such as including seasonal coloured plantings in median strips, introducing street trees throughout the city centre, and encouraging shopfront display excellence all contribute greatly toward building a confident and vibrant city centre. Other strategies include hosting events that are unique to the city centre as a place, and encouraging the wealth of local artisans to contribute to artworks in the city centre. All of these incremental steps help to foster a sense of place pride, as people can contribute toward the betterment of their city centre in a clear direction.

FORESHORE PRECINCT

Through the engagement process it was clear that there was a strong positive sentiment toward the foreshore redevelopment initiatives, and everyone felt that it had in part improved the appeal of city centre. Rather than developing a separate precinct that might compete with the popularity of the foreshore, it would be better to build on the foreshore's success and enhance it with complimentary land uses and activities that see it turn into a drawcard and destination.

Creating a foreshore precinct begins with announcing the intent and vision for the area, so the city stakeholders, as a collective, can work toward realising this.

The existing built frontage toward the foreshore is largely the rear and servicing areas of buildings amongst car parking, both public and private. The beautiful foreshore frontage that is unique to Geraldton is hardly captured through the built form. It will be an incremental process to encourage the existing buildings to address and front the foreshore as this will need to be achieved over the longer term. However, in the interim, providing support for existing buildings and landowners that do provide entries and access points to the foreshore side of their property should be a priority. Over the longer term addressing the foreshore frontage can be achieved through re-development of existing properties with the support and vision of Council.

Other interim measures include encouraging food and beverage uses to locate in this area, as well as enhancing the connections between the pedestrian areas on the foreshore and the beach.

INFRASTRUCTURE

The strategies under the theme area 'infrastructure' are focused on addressing many of the existing infrastructure challenges within the city centre, and improving the accessibility and car parking.

COORDINATED INFRASTRUCTURE

There are several infrastructure challenges currently faced by the city centre, particularly in regard to water and power servicing. The impact of these issues was realised through the engagement process, whereby inadequate water pressure supplied by state services resulted in the provision of costly infrastructure for new developments to meet fire requirements. The cost of these service upgrades being placed on the developer often impacted viability, the ability to allocated funds to other aspects of the development, or carrying the cost through to the tenant in already tight economic times. Other issues highlighted were the lack of power supply for the city centre that impacted on developments, new and existing.

As part of the Growing Greater Geraldton Growth Plan Cardno reviewed infrastructure issues for Greater Geraldton, and liaised with both Western Power and WaterCorp to understand these issues in greater detail. This has allowed some greater direction around the strategies relating to the water and power issues, particularly in liaising with both state agencies through their processes to upgrade services or investigate alternative sources. Overall this has highlighted a need for greater coordination of infrastructure, and increased liaison needed with state agencies. The affect of this can be amplified through Council adopting a proactive approach in regard to infrastructure processes. This includes investigating multi site headworks projects through to helping applicants resolve their infrastructure sourcing issues to reduce the impact of approval conditions that require costly upgrades.

ACCESSIBLE CITY CENTRE

The city centre is large area and navigating all the streets and services available can be difficult. In order to enhance the accessibility of the city centre, a focus has been placed on improving important connections, transport modes, facilities and practices.

One of the initial measures of accessibility will be to collect data in regard to traffic counts and pedestrian movement to establish an existing baseline within the city centre. This will enable evidence-based decision-making in regard to any trials or changes implemented.

The engagement process highlighted that traffic within the city centre can often be congested, particularly around the Marine Terrace mall areas due to the one-way traffic flow, and one-way block with Foreshore Drive. It was noted that visitors to town often have difficulty navigating the road structure and even regulards end up looping around the one-way system. Overall accessibility both vehicular and pedestrian in the city centre was identified as a challenge. In order to test different configurations it is recommended that trials be conducted in the city centre, where minimal streetscape alterations and changes to infrastructure are required, however different scenarios can be tested. Trialling a two-way section of Foreshore Drive between Cathedral Avenue and Durlacher Street could test how city traffic is impacted before committing to a permanent change. Separately trialling a change in traffic direction in Marine Terrace between Cathedral Avenue and Durlacher Street could investigate whether traffic flows into the city centre more successfully from the west end of town.

Other ways to increase accessibility include exploring different transport modes, such as cycling, and providing adequate amenities and processes to encourage use of this mode.

Greater connectivity between the city centre and the foreshore was highlighted as a key priority through the engagement process. Ensuring connections to the foreshore are maintained, as clear view paths and are free of clutter, will reinforce these connections visually. Creating mid-block connections between Marine Terrace and the foreshore will enable more access between the city centre the foreshore, and enable pedestrians to easily enjoy what both places have to offer. Creating open air corridors and active uses along these connections will incentivise pedestrian movement through these spaces, and increase their interest and activity.

CONSOLIDATED CAR PARKING

There was a perception realised through the engagement process that there is a lack of car parking in the city centre. Through analysis and further discussions, most of this could be accredited to the dominance of vehicular use in Geraldton (due to the transport system and sprawled urban structure) and the view that parking should be convenient and directly outside the activity or place visited. Another factor was the fact that although there were timed bays in the city centre (particularly the malls) most of this was not enforced, and people were parking

in these bays for long lengths of time. Due to the abundance of free parking, the paid car parks were underutilised, and employees in particular would utilise free parking for the whole day, and people would drive around the city searching for a free available bay (again contributing to the additional traffic in the city centre). Ultimately, the issue was more of a lack of appropriate available parking to meet short and long term needs, as there were always plenty of bays observed as vacant in the city centre. In short, the city needs to demand manage its parking inventory.

To meet employee-parking needs, one of the strategies is to provide a consolidated employee parking area. A possible area is the mid-block underutilised rear land in the street block between Marine Terrace, Cathedral Avenue, Lester Avenue and Fitzgerald Street. Approximately 4000m2 of vacant underutilised rear block land is located in this street block. Converting this area for the short to medium term to an employee car park would help to meet employee car parking needs, and providing pedestrian connections through to this mid-block car park will increase foot traffic within the city centre.

Part of addressing the car parking supply issue lies with Lot 601, presently a vacant lot between Foreshore Drive and Marine Terrace, of which part (approximately 8,000m2) is being used for car parking temporarily prior to development as a mixed use site. The timing of redevelopment of Lot 601 is presently unknown, however when redevelopment does occur there is the risk that the community could oppose it due to the loss of the significant public car-parking component. In order to change the view toward Lot 601 in the interim, the first strategy is begin charging a small fee for parking on the Lot, therefore removing its role as supplying a large amount of free, long-term parking in the city centre. This small revenue can then go toward the cash-in-lieu fund and be dedicated toward transport projects for the city centre.

Another observation was that Chapman Road and Lester Avenue presently had wide road reserves and carried significant traffic (some of it returning through the city centre) in and out of the city centre. Trialling parking on these streets during off-peak times may help to alleviate some of the demand in the city centre, and also narrow the wide carriage way, which is only two lanes at present however excessively wide. Measured through traffic counts, if successful, implementing street parking along Chapman Road and Lester Avenue can also present the opportunity to include street trees, pedestrian crossings, and bicycle lanes to improve the street quality and accessibility across different modes.

INVESTMENT / ECONOMY

The strategies under the theme area 'investment / economy' seek to foster a renewed sense of collaboration amongst all city centre stakeholders, embrace tourism and maintain positive strategies that will enable greater investment.

COLLABORATION OF KEY ENTITIES

To achieve a more robust economy and increased investment in the city centre, a key influence is the collaboration of key entities to achieve common goals or a shared vision. To align investment of both public and private entities, a clear timeline for all agencies in regard to redevelopment, strategies or implementing initiatives will help to inform coordinated decision-making. This is particularly helpful for private investment, as clear timelines can help investors align with public investments (e.g. redevelop a site following the upgrade of the streetscape, or increased power capacity). Given the large number of strategies for the city centre and the relevant stakeholders involved, clarity and accountability around timelines is important to ensure collaboration and ultimately, a successful city centre.

In regard to private investment, there are approximately a dozen major landholders within the city centre. To achieve more coordinated private development, there is an opportunity to establish a landowner-partnering scheme to help unlock some of the potential of the land within the city centre. Exploring alternative development funding sources may also help restore investor confidence in the city centre.

In relation to the Growing Greater Geraldton Growth Plan's initiative Progress Mid West, there is an ongoing collaborative role with the Investment and Development Concierge in the city centre, assisting investment and business in partnering and establishing networks. There can also be an ongoing role for the MWCCI in having a dedicated city centre chapter to assist business within the city centre, particularly to help establish a city centre business owners group. This group can have a collaborative role in supporting similar business in their interests, needs and initiatives.

Another agency that presents an opportunity for collaboration is the Department of Housing. Given that introducing residential housing into the city centre is a key initiative of this plan, creating a diversity of housing through partnership opportunities with the Department of Housing could realise appropriate shared equity or other housing provision models that could assist in achieving affordability and supply.

STAGED AND ONGOING ACTIVATION

There are presently some vacant buildings within the city centre, which present the opportunity for interim pop-up uses and can bring increased activity and investment. Through the engagement process it was realised that many temporary uses in the city centre had to go through an extensive process in order to be approved. A pro-active approach at creating guidance around pop-up use locations and coordinated approvals by Departments in the City can help to incentivise pop-up uses and add vibrancy to the city centre. In some instances, pop-up uses may eventually establish as permanent businesses, which will help contribute to the diversification of overall economy.

EMBRACING TOURISM OPPORTUNITIES

Geraldton has unrealised tourism capacity, and the city centre has a role to play in being the key starting point for all tourists needs. Through the engagement process it was noted that many visitors are not aware of what is on offer in Geraldton, and many tourists forgo these experiences due to a lack of time and clear information. Having a visitors centre located in the city centre is a fantastic starting point, and expanding its role to become a tourism concierge and provide bookings will help to boost Geraldton's tourism economy and profile. Promoting Geraldton through general marketing as a must-stop destination on Western Australia's coast will help to raise its tourism profile, and the city centre can be promoted as the first stop, with ample services to meet everyone's needs.

Through the engagement process it was noted that a key existing tourist link is presently underutilised. Geraldton port is a stop for many cruise ships travelling along the coast, however nautical conditions (such as surges) have prevented smooth connectivity between the cruise ships and the port, however solutions are being considered to improve this situation. When tourists from the cruise ships have come into the city centre, many businesses expressed the view that it was in fact too busy and they would prefer to close, no money was spent in town, and most were seeking general supplies and toiletries, however those stores were usually closed. A more coordinated approach is needed to help align retail opening hours and events in the city centre with cruise ship docking dates, and to create an easy, exciting experience for visitors so they are more inclined to stay, enjoy and contribute to the local economy.

Finally, another key tourism opportunity presents itself with the upcoming Batavia film. Earlier in 2016 it was announced that a film company bought the rights to turn the 1966 novel based on the history of the Batavia, Islands of Angry Ghosts, into a film. Although the timing of filming is unknown, it will be important to maintain informed about its progress, given the potential impact it could have on Geraldton, particularly the city centre, during filming and into the future.

REVITALISATION STRATEGIES

The tables below contain the four key theme areas, corresponding core priorities, revitilisation strategies and associated actions and measures. These have been categorised according to the anticipated timeframe of each strategy, however it should be noted that some of the medium term strategies do contain actions that can be achieved in the shorter term, albeit the goal is in the medium term. The assigned timeframes are: 'quick-win', 'short term', 'short-medium term', and 'medium term'. The anticipated timeframes of each are as follows:

Quick Win	within 1 year	Short-Medium	3-4 years
Short	1-2 years	Medium	5+ years

PEOPLE

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
PP1	People	Lively and active city centre	Provide alternative transport options that allow people to access the city centre after hours to foster a healthy evening and weekend economy and culture.	Options for after hours transport to/ from the city centre, supporting the city centre evening and weekend economy.	Trial after hours events-based bus services between the city centre and suburbs. Measure usage to form the demand ratio for peak times, and inform future after-hours changes to services. Petition RAC to trial 'Intellibus' (driverless bus) initiative in Geraldton.		Measure usage (user numbers) and locational demand during the length of these services.	Acquire baseline data of transport usage. Measure for every after hours event that bus services are trialled. Suggested trial for 6-12 months.	Most examples include trials over a set timeframe (e.g. 24 hours over weekends) rather than event based. However, they provide relevant insights. Victoria: http://ptv.vic.gov.au/news-and-events/news/trial-of-all-night-public-transport-on-weekends/ Sydney: http://www.cityofsydney.nsw.gov.au/explore/getting-around/public-transport/late-night-transport

Quick Win	Short	Short-Medium	Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
PP2	People	Lively and active city centre	Campaign Uber (or a similar ride-share service provider) to establish services in Geraldton as an alternative transport method for areas not readily accessible by public transport.	Options for after hours travel to/ from the city centre, supporting the city centre evening economy. Providing an alternative source of income for interested Geraldton residents.	Initiate a campaign #uberforGero. Encourage those with smart phones to download the app to indicate a demand for the service in Geraldton. Set up a social media campaign and a petition of support. Contact Uber (support@uber.com) to demonstrate the demand and benefits in Geraldton.		Number of downloads of the Uber (or relevant company) app. Number of people signing the petition. Once established, the number of Uber drivers in Geraldton and the level of ridership.	Monitor Uber petition pages. Measure drivers and ridership monthly for the first six months.	http://www.uberkit.net/blog/how-to-get-uber-in-your-city/
PP3	People	Lively and active city centre	Subsidise the ride-share or taxi service providers as part of a public transport strategy, to supplement the demand gap in areas of Geraldton not presently serviced by public transport.	Options for travel/ transport to/from the city centre from the broader Geraldton area that are currently not well serviced by public transport.	Liaise with PTA to negotiate the possibility of a pilot subsidy program to introduce ride sharing in Geraldton, and applying subsidies for riders in under-serviced areas.		% of transport funding dedicated to pilot program. Rider usage (frequency, travel path, distance)	Measure usage monthly for the first six-twelve months.	Pilot Program by the Livermore Amador Valley Transit Authority to provide automatic discounts for ride-sharing services in the Dublin area in CA, USA. https://ww2.kqed.org/news/2016/08/22/pilot-program-to-help-dublin-commuters-pay-for-uber-lyft-cabs/
PP4	People	Lively and active city centre	Re-introduce the city centre as a place to live through promotion, marketing and branding materials.	A shift in perception that the city centre is no only a thriving business district, but also a liveable centre. An established resident population that will increase walk-ability, provide more vibrancy and activity in the city centre, and daily services.	Incentivise residential development in the city centre through the Local Planning Scheme and City Centre Local Planning Policy. All promotion of the city centre should include the notion of it as a place to live. Start a campaign to promote the city centre as a desirable place to live.		Increased resident population in the city centre (project area). Increased number of approvals for residential dwellings in the city centre.	Measure baseline population (2011/16 Census data and previous Census results). Prepare a six-twelve month survey of the resident population to supplement data in between Census. Collect approval data from building approvals (monthly).	

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
PP5	People	Lively and active city centre	Providing innovative lighting solutions within the city centre to increase vibrancy, safety and overall appeal.	Increased level of real and perceived safety and vibrancy after hours.	Identify vacant buildings, blank façades and dark areas in the city centre to target the program. Install lighting / art solutions in targeted areas. These solutions can be contemporary and bold, or can relate directly to Geraldton (for example, projected slides of old photographs). Possibility to expand program into a unique 'light show' to encourage overnight stays by tourists (e.g. lighting silos).		Number of lighting installations. Number of establishments open after normal business hours. Level of perceived safety/vibrancy in the city centre.	Measure baseline number of establishments open after normal business hours. Conduct a survey of Geraldton residents to set a baseline of current perceived safety/vibrancy in the city centre. Follow up with the same survey as these initiatives are being implemented (4-6 monthly).	Liaise with Battye and Geraldton Libraries to access good quality historic picture of Geraldton (donated by the Geraldton Guardian). These could be used as projected images as part of the lighting strategy and to celebrate Geraldton's history.
PP6	People	Lively and active city centre	Increase lighting in key retail streets through up-lighting of trees and catenaries to span special spaces.	Increased level of real and perceived safety and vibrancy after hours.	Install up-lighting for trees in Marine Terrace (primarily the Mall) as a short-term measure. Foreshore Drive trees are next priority. Promote each installation as an 'opening night' the first night they are turned on in a street. In the longer term, identify street trees along Cathedral Avenue, Durlacher Street, Lester Avenue, Chapman Road, and Fitzgerald Street that can be up-lit. Install catenary lighting in the clock-tower square as part of its retrofit. Install catenary lighting in the Cathedral Avenue shared zone. Trial catenary lighting in the Marine Terrace malls during events.		Number of up-lighting installations. Number of establishments open after normal business hours. The number of complaints received about lack of lighting in the city is reduced.	Track the number of installations as they are installed. Track attendance at the 'opening night' events. Conduct a survey of Geraldton residents to set a baseline of current perceived safety/vibrancy in the city centre. Follow up with the same survey as these initiatives are being implemented (4-6 monthly).	

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
PP7	People	Lively and active city centre	Improved lighting of all key designated pedestrian routes and streets.	Increased level of real and perceived safety and vibrancy after hours.	Prepare a City Lighting Strategy that provides direction about the theme and style of lighting for both the public and private realm within the City Centre. Undertake audit of all key pedestrian routes and the extent of lighting available. Target key pedestrian routes with lowest levels of lighting as a priority. Introduce lighting into these pedestrian routes. The lighting can match the existing style of lighting in the city centre, or build on the nautical theme.		City Lighting Strategy Prepared and adopted. Number of lights installed. Number of pedestrian routes accessible at night (due to provision of lighting). The number of complaints received about lack of lighting in the city is reduced.	Measure baseline lit pedestrian routes (as part of initial audit). Document and promote as lighting is installed in each key pedestrian route. Conduct a survey of Geraldton residents to set a baseline of current perceived safety/vibrancy in the city centre. Follow up with the same survey as these initiatives are being implemented (4-6 monthly).	
PP8	People	Lively and active city centre	Establish parklets in front of selected existing businesses to support them and enable them to expand their business into the street (rather than competing with new businesses in parklets).	Activation of the city centre streets by allowing people to sit/dine/enjoy the businesses on offer in the streetscape. Increased level of vibrancy.	Prepare a Parklet Policy that enables and supports existing businesses/landowners in the city centre to construct parklets. Ensure the process is streamlined from application through to building approval sign off. Alternatively, the City can also construct a few simple parklets (as examples or pilot projects) that can be hired to businesses or located in inactive areas as seating options for the public.		Number of parklets established in the city centre.	Track each parklet as it is approved or constructed by the City.	Policy Examples Town of Victoria Park: http://www.victoriapark.wa.gov.au/our-town/albany-highway-activation/parklets City of Vincent: http://www.vincent.wa.gov.au/Services/Planning/Parklets Adelaide City Council: http://www.adelaidecitycouncil.com/city-business/business-responsibilities/permits-licences-for-business/parklets/ City of Fremantle: https://www.fremantle.wa.gov.au/sites/default/files/.../Parklets-C-000081.pdf

Quick Win | Short | Short-Medium | Medium

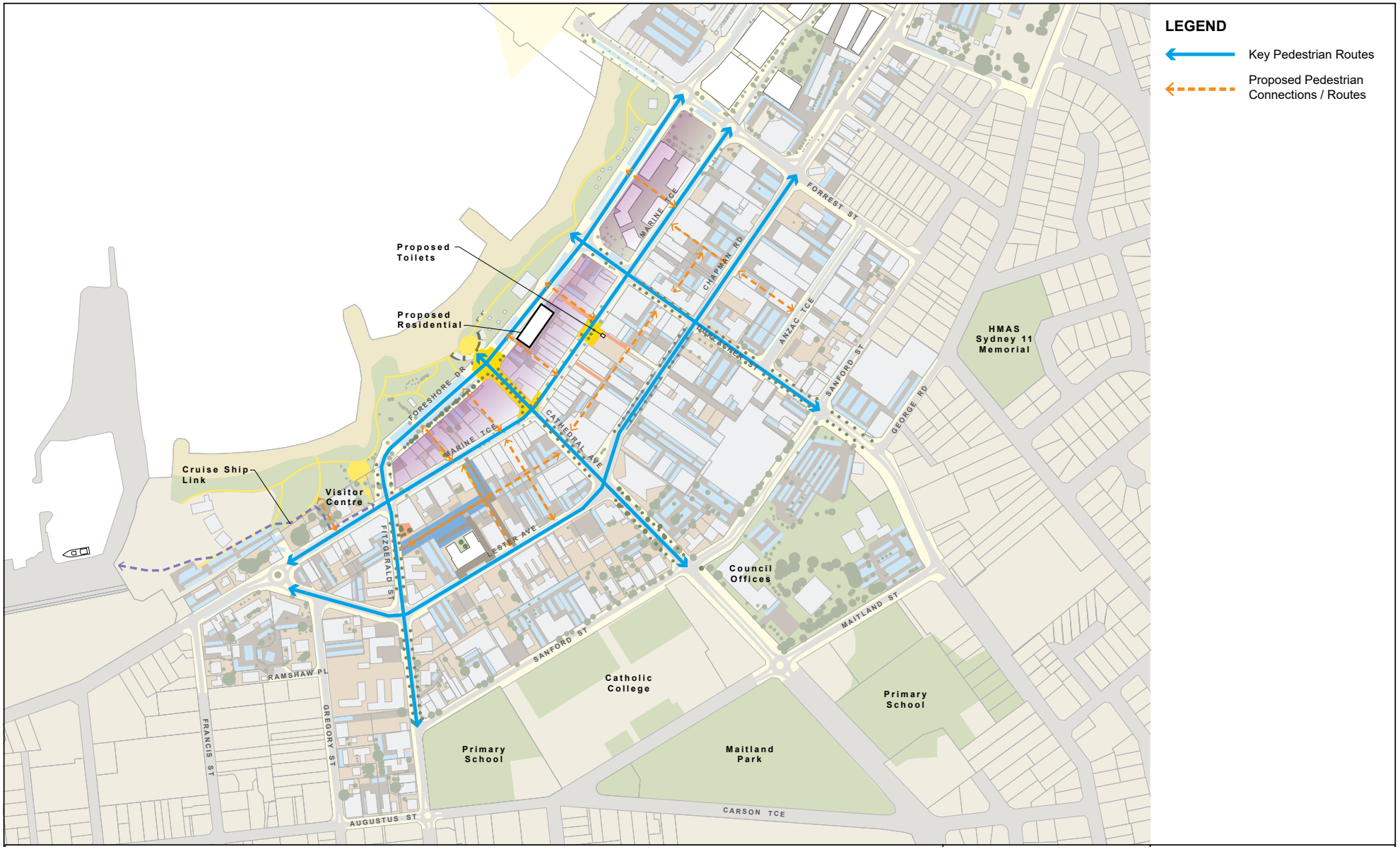


Figure 4. Geraldton city centre key pedestrian routes

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
PP9	People	Lively and active city centre	Encouraging seniors and retirees to utilise the city centre to provide vibrancy throughout the day, through appropriate transport and activities.	Increased activity and patronage in the city centre, and increased diversity of patrons in the city centre.	Coordinate a senior/retirees program of activities located in the city centre. Liaise with retirement villages / nursing homes and coordinate a suitable time each week or month to trial events/activities in the city centre. City to provide monetary sponsorship for a bus to collect all participants to and from the city centre. Run programs where seniors and retirees and contribute back to the city centre knowledge and story. For example, get the library to run a program over a period of time (6-12 months) where seniors can come into the city centre and share their memories, photos, stories, knowledge etc. to build up a robust collection, and add to the value of the city centre. Identify sites within the city centre that would be ideal for seniors accommodation into the future. Initiate discussions with aged care providers that work in urban environments (rather than lifestyle villages) and have a diversity of product. Understand what they can bring to the city centre.		Number of seniors/ retirees based activities held. Level of patronage in the city centre. Number of stories collected.	Monitor number of activities held and number of attendees on an as-needs basis (or three monthly).	

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
PP10	People	Lively and active city centre	Activate sides of buildings adjacent to pedestrian connections/ laneways/arcades through lighting, art and re-use of empty spaces.	Utilisation of buildings and spaces within the city centre. Activation of key buildings and movement spaces within the city to increase the level of perceived safety and vibrancy.	As new pedestrian connections develop (in accordance with this Plan, and the City's City Centre LPP), the City needs to introduce lighting improvements and initiate a program for local artisans to continue artwork in these areas (in conjunction with the landowners).		Level of perceived safety/vibrancy in the city centre.	Conduct a survey of Geraldton residents to set a baseline of current perceived safety/vibrancy in the city centre. Follow up with the same survey as these initiatives are being implemented (4-6 monthly).	
PP11	People	Priority for pedestrians and people	Provide awnings and verandahs to or adjacent to buildings that ensure shade and shelter on the key pedestrian connection streets.	Pedestrian friendly streets that provide options for shade and shelter.	Conduct an audit of current awning provision on key pedestrian routes in the city centre, and identify areas of focus for repair or construction. Requirement for all new developments to provide awnings to adjacent pedestrian footpaths. City to consider subsidies for repair, restoration or construction of awnings on key pedestrian routes.		% of key pedestrian routes provided with awnings.	Create a baseline number of awning cover from the initial audit. Update the record of awning cover annually.	

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
PP12	People	Priority for pedestrians and people	Retrofit the Clock Tower Square in Marine Terrace to become the City's centrepiece.	A central gathering space and focal point for the city centre, and meet the significant demand for a public toilet in the heart of the mall.	Conduct a baseline audit of users of the clock tower square prior to any works. Simplify the ground-cover for the clock tower square by providing the same treatment across the square that is distinct from the street and surrounding pavement. Introduce sculptural seating elements. Provide seating that also has a storage function for other temporal seating, such as bean bags and deck chairs for events. Liaise with the organisers of 'Street Stage Program' run by the City, to understand 'lessons learnt' when hosting events in the clock tower space, and incorporate into the re-design. Introduce a public toilet in the corner of the square adjacent the laneway. Initiate discussions with the adjacent building owners to incentivise activation of the edges of the square (through entries, windows, openings etc.)		Number of users of the square. Number of activities/events hosted in the square.	Establish a baseline of users of the square (prior to any works) by counting users of the square during the week and on weekends. As each instalment/ change occurs, re-conduct this survey; or update the survey data every six months. Track the number of events/activities hosted in the square.	

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan									
Reference Number	**Theme Area**	**Core Priority**	**Strategy**	**Outcome**	**Goal / Action**	**Time**	**Measures and Outcomes**	**Frequency**	**References / Examples**
PP13	People	Priority for pedestrians and people	Introduce streetscape improvements city centre wide (based on street type) to reduce clutter and signage and upgrade benches, bins and bike racks.	Improved street facilities and amenities for people in the city centre, as well as a coordinated, less cluttered city centre.	Streetscape improvements should be conducted on a street-by-street basis, depending on priority and ability to coordinate with other services/initiatives, such as undergrounding of power. Prior to any works, conduct an audit of each street and the current condition, location and number of amenities (including trees and median conditions). Priority/Type 1 for streetscape improvements is Chapman Road/ Lester Avenue - these are first priority as they can be adjusted to accommodate on-street bays and tree planting due to the existing street width. Presently little to no pedestrian amenity exists on these streets, so introduction of apropriately located benches, bins and bike racks will be a significant improvement.		Number of amenities (benches, bins, bike racks). Number of street trees. Number of on-street car bays. Number of signs. Note condition and location of all amenities.	Establish a baseline through the initial streetscape audits. Measure all data again as each street is upgraded and document the improvements and change.	

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
					Priority/Type 2 for streetscape improvements is Marine Terrace, Foreshore Drive and the shared Pedestrian zone of Cathedral Avenue - as these are the primary pedestrian streets and zones of the city centre. Portions of these streets have a good standard of basic amenity (particularly in Marine Terrace mall), however it is important to ensure this amenity is provided along the areas highlighted in the streetscape diagram. Priority/Type 3 for streetscape improvements is Cathedral Avenue, Durlacher Street and a portion of Fitzgerald Street - they are some of the key connecter streets into the city centre and provide key north/ south movement. As such, these streets will benefit from tree planting that designates these as key entry points into the city centre. They can also accommodate significant areas of on-street car parking bays, and improved pedestrian facilities. These streets particularly require a consolidation of existing signage to ensure views to the city centre and foreshore and un-interrupted and navagation is clear. All streetscape improvements should include upgrades to pedestrian paths, benches, bins, bike racks and provision of landscaping, trees, and on-street parking where possible.				

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan									
Reference Number	**Theme Area**	**Core Priority**	**Strategy**	**Outcome**	**Goal / Action**	**Time**	**Measures and Outcomes**	**Frequency**	**References / Examples**
PP14	People	Priority for pedestrians and people	Conduct baseline counts of pedestrian movements throughout the city to assist with measuring strategy progresss and success.	A significant amount of baseline data to assist with measuring the progress of each strategy, and inform future decision-making.	The recent approach of trialling the SMARTLAB project including new software and data collection in Geraldton is a fantastic opportunity to collect a signficiant amount of important baseline data to assist with the implementation of this Revitalisation Plan. Firstly, review all recommended areas of data collection in these strategies, and liaise with SMARTLAB project coordinators to communicate areas of interest and metrics that would be beneficial to track in the city centre, to see where they can assist. In-lieu of this, consider approaching another data collection agency to fill knowledge gaps where possible. Utilise existing resources or volunteers to help measure data and fill knowledge gaps where possible.		Amount of data accumulated (over different category areas).	On an as-needs basis for each category area.	There are several data collection agencies and methods being developed that are worth exploring. These provide in-depth analytics, usage statistics and data that could easily assist the city and leadership body (taskforce) in measuring progress.

Quick Win | Short | Short-Medium | Medium

RETROFIT THE CLOCK TOWER SQUARE IN MARINE TERRACE TO BECOME THE CITY'S CENTREPIECE.

Figure 5. Impression of potential streetscape and clock tower square improvements in the city centre

PLACE

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
PL1	Place	Diverse city centre	Identify missing land uses and businesses in the city centre and possible demand (e.g. residential, maker spaces, tourism, education). Encourage draw-card uses into the city centre.	Understanding what uses are necessary to complement existing city centre uses and increase vibrancy. Draw-card uses provide key/unique destinations to draw tourists into the city centre, and increase overall vibrancy.	MWCCI could have a role in identifying any key missing businesses from the city centre. Ensure draw-card and desirable land uses (e.g. brewery) are permitted uses within the Regional Centre zone within LPS 1.		Number of permitted uses within the Regional Centre zone (LPS 1).	6-monthly / as-needs basis	
PL2	Place	Diverse city centre	Refresh housing demand research (BCM2) to identify best fit/successful residential typologies for the city centre.	Research that can support future planning and decision-making in regard to facilitating increased residential in the city centre.	Liaise with author of BCM2 research and request they update the research to reflect current / projected market conditions. Use recommended typologies to inform updates to the City Centre Local Planning Policy and LPS 1 to incentivise residential development within the city centre. Publish key lessons from research to assist developers in decision-making when providing residential product (this could be part of the MWCCI city centre chapter role).		Number of residential developments within the city centre. Overall resident population in the city centre. Changes to City Centre Local Planning Policy / LPS 1 to encourage specific residential typologies for the city centre.	6-monthly / as-needs basis	

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
PL3	Place	Diverse city centre	Designate the city centre as the primary activity centre in Geraldton, and emphasise its role as a tourist/ entertainment destination and residential/ community hub (departing from its notion as primary retail offer only).	A clearly defined role and vision for the city centre to have a diverse role, and support Greater Geraldton. An aligned, clear vision will help inform investment decisions and encourage desired development and land uses.	Undertake a land-use audit within the city centre to set a baseline of land uses (if data does not already exist). Update operational policies to reflect the new role and vision for the city centre, including: Commercial Activity Centres Strategy (2013) Draft Local Planning Strategy (2014) Draft Geraldton City Centre Local Planning Policy (2016) Residential Development Strategy (2013) Coordinate this new vision/role with the updated city centre branding (IE8).		Updated policies. Number of residential developments in the city centre. Number of tourist developments in the city centre. Number of entertainment/ dining developments in the city centre. Number of community uses in the city centre. Number of retail uses in the city centre.	Update / monitor land use change 3-6 monthly	
PL4	Place	Diverse city centre	Establish pedestrian connections from the future cruise ship dock into the city centre (via the tourist centre). Highlight this path with way-finding signage, maps and interesting artworks.	A clear pedestrian connection that invites cruise ship visitors into the city centre.	Include the construction of a pedestrian connection path in the City's program of works. The route should clearly connect Berth 2 with the visitor centre, and then join in with existing paths. Clearly demarcate this path with consistent way finding signage at intervals (e.g. 1km to public toilets) and tie in with city centre branding. Consider including painted markers (e.g. painted ships anchors) along the path to emphasise the route, and introduce an element of play.		Pedestrian patronage in the city centre. Construction of the path. Number of cruise ship visitors that visit the city centre.	6-monthly / as-needs basis	

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
PL5	Place	Branding and place pride	Embrace Geraldton's nautical/maritime influences and use this as a theme for all new materials and designs in the city centre.	A consistent visual theme that can tie in elements of the city centre with Geraldton's unique point of different (port, foreshore, history).	Encourage nautical material use throughout the city centre (in both private and public initiatives) e.g. steel, wood, rope, limestone Encourage incorporation of design influences such as: sails, coastal/ maritime style, boat shapes, maritime elements (e.g. anchor). Include design guidelines around this theme as part of the City Centre Local Planning Policy, and ensure it ties in with city centre branding so a cohesive image is created.		Number of new developments, and the % that embrace the design theme. Inclusion of design guidance in the City Centre LPP.	Measure number of new developments that embrace the design theme on an as-needs basis, as total development numbers are usually tracked.	
PL6	Place	Branding and place pride	Create retail parklets into 'life boats' as a unique feature of the city centre.	Point of difference for the city centre that embraces the nautical theme, and supports existing retail.	Include design guidance for the life boat parklets in the City's Parklet Policy. City to construct a trial life boat parklet guided through a design competition to involve the broader community. Share the trial life boat parklet out the front of different businesses (as decided by a raffle or similar) and track patronage numbers in that business during use.		Number of life boat parklets constructed. Including life boats in the City's Parklet Policy. Patronage numbers in the selected life boat trial business (during use).	Measure patronage numbers in the selected life boat trial business during and after use (and possibly before, if time allows).	
PL7	Place	Branding and place pride	Improve existing street trees (large deciduous species) to provide shade and enhance streetscapes across key retail and pedestrian streets.	Consistent street trees throughout the city centre that provide shade during the summer months, and allow light in during the winter months.	Request arborist advice for the provision of street tree species throughout the city centre (deciduous species). To help with leaf litter during the cooler months, begin an initiative for kids/teenagers to collect bags of leaf litter off the street and return to the City for 10c (or a small nominal amount) per bag. Introduce street tree update programs for city centre streets in line with streetscape upgrades to streets.		Number of street trees. Total revenue issued for leaf litter collection and number of bags collected.	Baseline number of street trees will be noted as part of the streetscape audits. New number of trees to be noted as part of tree upgrade program. Track number of bags as they are returned to Council and report totals monthly.	

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
PL8	Place	Branding and place pride	Provide seasonal colour plantings in median strips to bring vibrancy into the street.	Injecting life and colour visually into the city centre.	Include noting median conditions as part of the streetscape audit to identify where seasonal plantings could be utilised in the city centre. Identify areas of focus in the city centre for seasonal plantings. Seek community assistance (through social media channels) to donate plantings, or advise of preferred plantings. Initiate a program where city centre business owners, patrons, residents etc. help to plant seasonal landscaping in median strips (this could be organised by the city centre business owners group). Host a median strip planting event every 6-months to ensure maintenance, and embrace seasonal plantings (e.g. wildflowers in wildflower season). Liaise with Durack TAFE through their horticulture course to grow and supply appropriate plant stock.		Number of plantings in medians.	Note baseline median treatments as part of initial streetscape audit. Record number of median plantings as part of the community planting program (6 monthly).	
PL9	Place	Branding and place pride	Encourage shopfront and window display excellence (overall, and through competitions).	Interesting shop fronts that add vibrancy to the city centre and add to the sense of community.	The city centre business group can initiate shopfront and window display excellence to reflect different seasons or events (e.g. Christmas, winter, summer, school holidays)		Number of shopfront competitions held.	6-monthly / as-needs basis	Perth City Centre (Windows of the City): http://www.telstraperthfashionfestival.com.au/event/windows-city

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
PL10	Place	Branding and place pride	Involve local artisans to contribute to streetscape beautification and public art. Create an 'Art Walk' initiative specific to the city centre.	Robust network and access to local industry talent within Greater Geraldton that is celebrated throughout the city centre.	Create a local artisan register and portfolio of works that is available to businesses and developers within the city centre. Host a competition for local artisans to contribute to designing streetscape improvements (furniture, artworks, instalments etc.) and commission at least one work per street in the city centre. Create an 'Art Walk' initiative for the city centre, similar to the City's 'Art Drive' initiative. Include signposts around the town at key art pieces. Engage in conversations with CBH to allow local artisans to paint large silos, given their large visual presence in town (e.g. Ravensthorpe, Northam).		Total number of artisans on register. Number of instalments as part of competition.	Update register annually.	Silo painting in Ravensthorpe (FORM): http://www.form.net.au/2016/07/form-cbh-bring-world-class-street-art-regional-western-australia/
PL11	Place	Branding and place pride	Recognise and acknowledge Geraldton's Aboriginal and European heritage in the city centre, through story telling, public art, events, built form etc.	Wealth of history reflected and celebrated in the city centre to contribute to people's knowledge about the place.	Oral histories collected as part of the senior/retirees initiative are to be re-interpreted in public art, and a collective event or publication. Key on-going role of Yamaji art group in city centre events and artworks (include Yamaji artists in the artisans register).		Number of stories collected. Number of art projects based on oral histories.	6-monthly / as-needs basis	
PL12	Place	Branding and place pride	Program regular events and activities that are city centre specific.	Regular events that draw people into the city centre, are unique and therefore a draw-card use.	Liaise with the City's events team to establish events that could be held regularly, and are city centre unique. Include in the regular events calendar and promote as city centre specific events. Encourage the organisers of all markets to collaborate in providing one large market in the heart of the city centre.		Number of city centre events held.	6-monthly / as-needs basis	

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
PL13	Place	Branding and place pride	Allow 3-4 storey development in Marine Tce where heritage façades are retained and restored to create a 'heritage precinct'.	Incentivised development in the primary city centre street, and protection of the historical asset, telling the story of the city centre's development.	Update City Centre Policy to include bonus height incentives (to 3-4 storeys) for development in Marine Tce that retains and restores façades or buildings.		Number of 3-4 storey applications in Marine Tce with retained façades.	6-monthly / as-needs basis	
PL14	Place	Branding and place pride	Undertake a city centre branding exercise (linked to nautical theme) that is carried through to way findings, signage, events etc. Coordinated branding, marketing and communication in line with new city centre branding.	Coordinated messages in regard to the city centre identity and brand across all fronts.	Conduct a re-branding exercise for the city centre (including city centre stakeholders), building on previous work completed such as 'The Geraldton Feel'. The brand should also encompass the maritime/nautical theme that will be drawn through the city centre. Alternatively view this as a 'refresh' of the branding for the City of Greater Geraldton, but captures the city centre specifically, as well as a multitude of different stakeholders. After the re-branding exercise for the city centre, the City of Geraldton communications team should take ownership of the new brand, and provide a city-wide campaign for people in the city centre to embrace it. Provide resources for all city centre stakeholders to utilise the brand. All tourism campaigns should include this city centre branding. To engage all stakeholders in embracing this vision, it should be broadcast throughout the city centre (interpreted by local artists). This will ensure commitment to the cause, buy-in from stakeholders, a clear vision, and initiate excitement.		Number of services adopting the new city centre branding. Number of city centre resources downloaded or utilised (e.g. city centre posters in shop windows).	6-monthly / as-needs basis	

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
PL15	Place	Foreshore precinct	Establish a 'foreshore precinct', being a food and beverage and entertainment precinct.	A unique city centre destination that caters for all, and is a draw-card for residents and tourists alike.	Establish a 'foreshore precinct' within the City Centre Local Planning Policy that encourages the location of entertainment, food and beverage uses as well as residential and accommodation (with noise management considerations). Allow rate concessions for new establishments within the foreshore precinct for the first 3-year term. Promote the foreshore as a destination for all.		Track the change in land use within the foreshore precinct. Number of new establishments.	6-monthly / as-needs basis	
PL16	Place	Foreshore precinct	Develop the Council-owned Foreshore Drive car park (between Durlacher St and Cathedral Ave) as mixed use (including a significant residential component).	Council initiates a pioneer project that acts as a catalyst development for the foreshore precinct to incentivise other development to face the foreshore.	Council to undertake due diligence for car park site to understand market conditions and development possibilities. Draft development framework / design parameters over the site as part of the sale of land. Ensure design of the building takes advantage of the foreshore views, and ties in with the nautical/ maritime theming of the city centre. Tender sale of the site to development market.		Development of the car park site. Development of other foreshore facing sites (or existing developments face foreshore).	6-monthly / as-needs basis	
PL17	Place	Foreshore precinct	Create a City-led initiative to encourage landowners that back onto Foreshore Dve to redevelop or re-orient their buildings to face the foreshore.	Establishing a vision for the foreshore where buildings will eventually face the foreshore asset, and providing parameters to and manage this process in the interim.	In the short term, the Council should support all landowners in whatever way they can to establish openings that address Foreshore Dve. For example, assist owners by providing consolidated bin areas or designating a car bay as a safe pedestrian entry point.		Number of developments that provide entries to the foreshore side of their building.	6-monthly / as-needs basis	

Quick Win | Short | Short-Medium | Medium

DEVELOP THE COUNCIL-OWNED FORESHORE DRIVE CAR PARK AS MIXED USE

(between Durlacher St and Cathedral Ave, including a significant residential component).

Figure 6. Impression of streetscape improvements and residential development addressing the foreshore

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
PL18	Place	Foreshore precinct	Integrate the beach and foreshore area by bringing the beach into the children's play area, and creating a boardwalk with a martime theme and historic timeline.	Integrating the natural beach asset as part of the foresore area, reconfirming the nautical and maritime theming.	Draft a small design re-configuration of the children's play area at the foreshore, to include bringing in the beach to the play zone. Design a boardwalk that extends over the foreshore/beach area to re-inforce connections with the beach and the city centre. Refer to the artisan register for contributions to the boardwalk, and interpret some of the historical dialogue and stories from the seniors/retirees story-telling program.		Track usage of the foreshore area, including the children's play area. Number of instalments and events.	6-monthly / as-needs basis	

Quick Win | Short | Short-Medium | Medium

INFRASTRUCTURE

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
IF1	Infrastructure	Coordinated infrastructure	Pro-active approach by Council and all parties to infrastructure upgrades process.	Open communication in regard to infrastructure initiatives, and informed, coordinated decision-making by both Council and developers. Streamlined process.	City to establish regular monthly or bi-monthly meetings with Water Corporation and Western Power to understand scheduled works, and to convey any issues. City to take a more pro-active approach when dealing with proposed development, i.e. resolving issues to limit the number of restrictive conditions on approvals. Include discussions regarding the potential for coordinated multi-site head-works projects in the city centre to reduce overall costs.		Number of meetings with Water Corporation and Western Power. Reduced timeframes between planning and building approvals (or between building approval and certification).	Meetings: monthly/ bi-monthly Approvals: same interval as approvals are currently tracked	
IF2	Infrastructure	Coordinated infrastructure	Liaise with agencies to resolve current high cost of provision of water sources for fire suppression in buildings within the city centre.	Reduced impact of additional requirements and costs on developers to meet water pressure regulations for hydrants.	Maintain ongoing discussions with the Water Corporation and Department of Water to obtain the outcomes on their report in regard to issues and alternative sources for fire servicing. Investigate alternative supplies of fire water, either by the City or by a contracted consultant. Investigate the potential for private contributions or resources to this exercise (by landowners or other). Ensure regular updates on progress are communicated to the broader community and city centre businesses/landowners.		Number of water tanks / booster pumps required (as a condition of building / planning approval)	Measure monthly	

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
IF3	Infrastructure	Coordinated infrastructure	Resolve power availability issues in the city centre through pro-active negotiations with Western Power.	Clear communication on proposed infrastructure upgrades, and possibility of underground power lines.	Maintain ongoing discussions with Western Power in regard to the decommissioning of Durlacher St substation, and upgrade of Rangeway substation. Through these discussions, confirm the upgrade timeline (current upgrades are predicted to be available in 2018/19) and communicate these to city centre business/landowners. Maintain discussions with Western Power to advocate for underground power in the city centre, and clarify the timeline for these respective upgrades so they can be coordinated with streetscape upgrades and developer schedules where possible.		Power capacity received by city centre properties.	Measure as upgrades are performed.	
IF4	Infrastructure	Accessible city centre	Create clear view paths from the city centre to the foreshore by removing obstacles and clutter.	Increased sense of connectivity to the foreshore (precinct) and increased city centre legibility.	As part of the streetscape audit, note the current number and condition of signage in the city centre. Rationalise signage to meet minimum needs, and ensure signage is placed out of view lines between the city centre and foreshore. Opportunity to incorporate new signage in line with the city centre re-brand, providing a coordinated brand and image.		Total number of signs in the city centre (directional, parking etc.)	Baseline measured during audit process. Measure on completion of streetscape/signage improvements.	
IF5	Infrastructure	Accessible city centre	Trial two-way traffic along Foreshore Drive (between Cathedral Ave and Durlacher St).	Increased legibility and connectivity in the city centre for visitors and residents.	Conduct initial traffic count on Foreshore Drive and surrounding city centre streets to create baseline data for traffic flow. Widen pedestrian paths on Foreshore Drive		Vehicular numbers, direction and flow.	Baseline traffic count prior to trial. Traffic count during trial.	

Quick Win | Short | Short-Medium | Medium

TRIAL TWO-WAY TRAFFIC ALONG FORESHORE DRIVE

(between Cathedral Ave and Durlacher St).

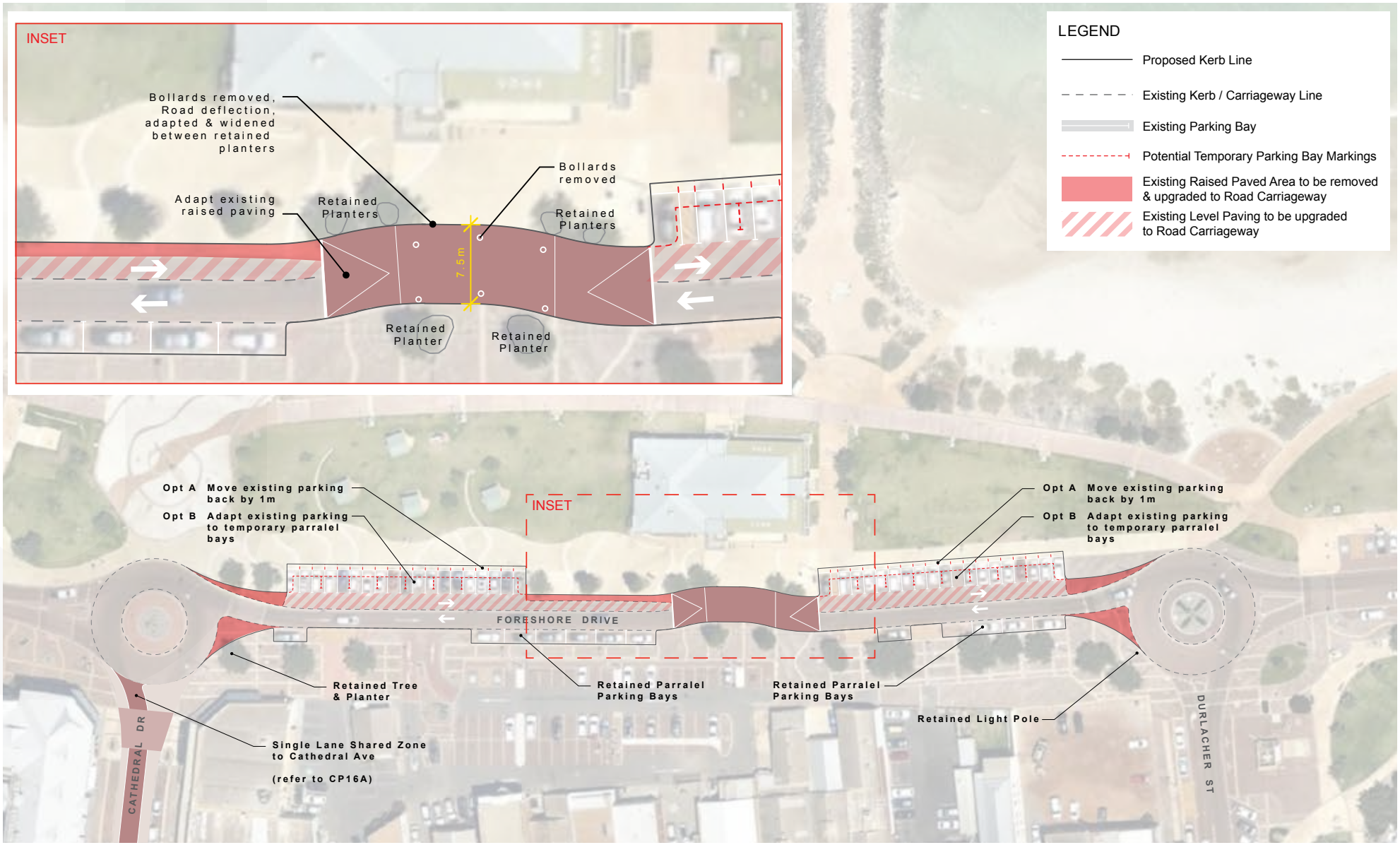


Figure 7. Plans showing required changes to facilitate two-way trial along a portion of Foreshore Drive

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
IF6	Infrastructure	Accessible city centre	Create shared use zone at the northern end of Cathedral Avenue (between Marine Tce and Foreshore Dve). Re-configure Marine Terrace and Cathedral Ave intersection for pedestrian priority.	A zone within the city centre that connects Marine Terrace and the foreshore, is pedestrian focused, and can easily be used for events.	Conduct an audit of typical usage of this portion of Cathedral Avenue to create baseline data (as well as the traffic data for Foreshore Dve / Marine Tce). Trial several alterations at the Marine Terrace and Cathedral Avenue intersection in accordance with the 'Cathedral Ave - Marine Tce Alteration Trial Strategies' plan. Adapt portion of Cathedral Ave (between Foreshore Dve and Marine Tce) as single lane traffic, with traffic flow toward the foreshore. Retain the existing statue within the roundabout and reclaim the surrounding paved area as a pedestrian zone. Install temporary bollards to manage traffic direction. Introduce line markings to allow multi-directional traffic flow. Retain two existing cross points and clearly mark as pedestrian crossings (zebra crossing or other). Monitor traffic flow numbers to understand usage, survey pedestrian usage, and conduct a general survey to understand users opinions.		Increased pedestrian patronage of the shared use zone. Traffic flow count of Cathedral Ave and surrounding streets.	Measure the baseline of usage prior to any works. Update usage statistics monthly during first 6-12 months. Publish public survey to understand users' view of changes.	

Quick Win | Short | Short-Medium | Medium

RE-CONFIGURE MARINE TERRACE AND CATHEDRAL AVE INTERSECTION FOR PEDESTRIAN PRIORITY.

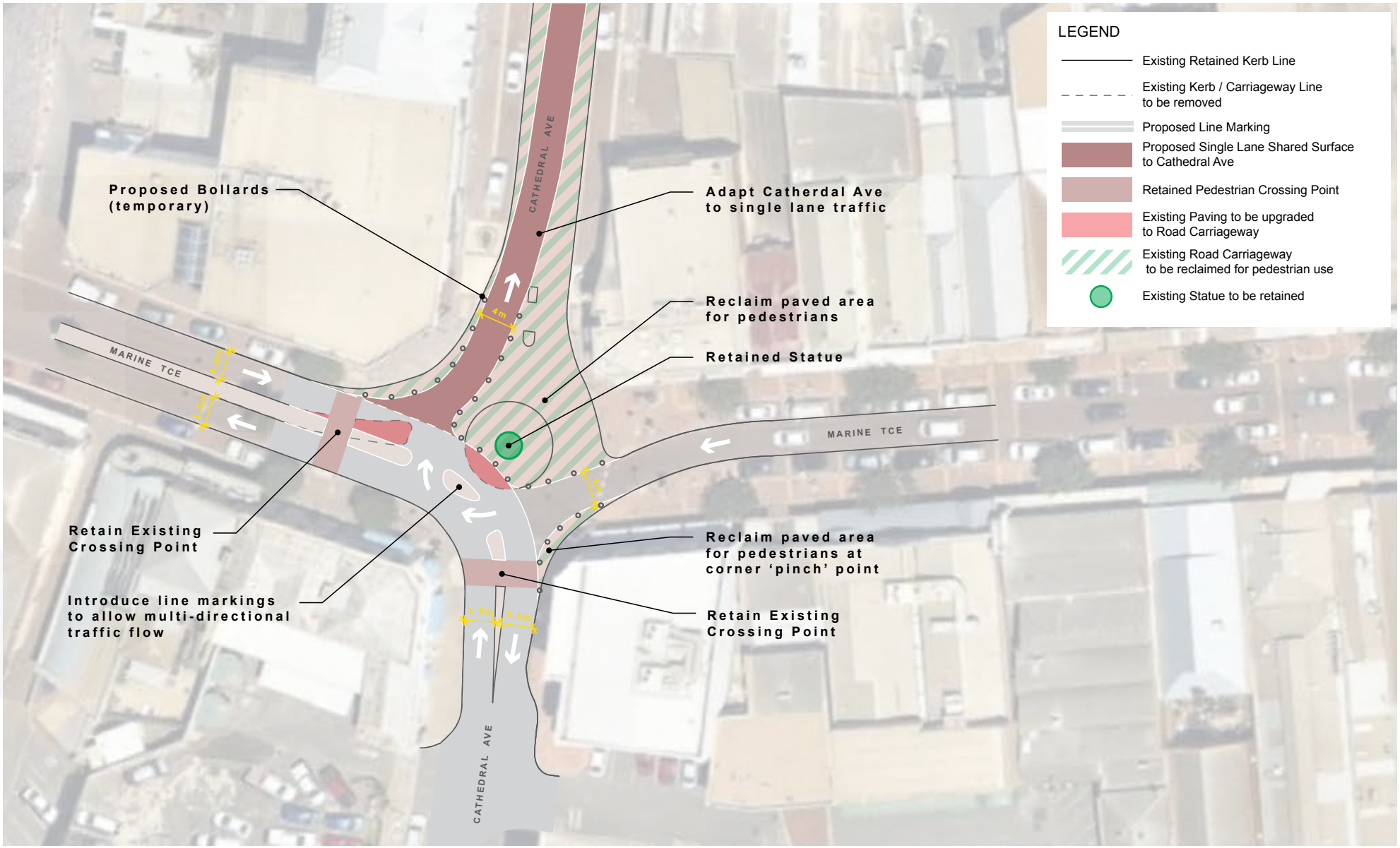


Figure 8. A plan showing amendments to Marine Tce and Cathedral Ave intersection to create a pedestrian priority environment

CREATE SHARED USE ZONE AT THE NORTHERN END OF CATHEDRAL AVENUE

(between Marine Tce and Foreshore Dve).

Figure 9. Impression demonstrating pedestrian priority zone for Cathedral Ave

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
IF7	Infrastructure	Accessible city centre	Create mid-block connections via existing lanes between Foreshore Dve and Marine Tce (through open air arcades or similar).	Increased connectivity between the foreshore precinct and the Marine Tce malls without significant change to the existing built fabric.	Include all recommended pedestrian connections in the City Centre Local Planning Policy. Incentivise landowners to provide connections for access, and to maintain. Alternatively, the City can look at purchasing properties to create these connections, particularly where they provide key pedestrian links.		Number and location of connections between Foreshore Dve and Marine Tce.	As connections are created.	
IF8	Infrastructure	Accessible city centre	Use cash-in-lieu and public parking revenue to implement car parking and transport strategies (Integrated Transport Strategy - cyclist, public transport and car parking, and transport initiatives as part of this plan).	Clarity around cash-in-lieu revenue usage and dedicated funds to achieve transport strategies within the city centre.	Formulate a policy on cash-in-lieu car parking provisions specific for the city centre. Provide clarity on the process of how cash-in-lieu funds are to be allocated for future transport projects.		$ of funds allocated to transport projects as collected from cash in lieu	Annually	

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
IF9	Infrastructure	Accessible city centre	Encourage alternative modes of transport in the city centre, and cater for cycling infrastructure to support mode switching.	Decreased reliability on cars, increased accessibility of the city centre, and alternative transport modes and amenities, particularly for tourists.	Liaise with a bike share provider to encourage them to establish services in Geraldton. Locate bike share in key locations in the city centre such as the foreshore, west end, marina, Marine Tce malls, clock tower square. Provide cyclist facilities within the streetscape, e.g. bike racks, air pressure stations etc. Introduce bike lanes on key city centre routes, including Cathedral Ave, Durlarcher Street, Foreshore Dve, and Chapman Rd. City to introduce a cyclist support scheme whereby if cyclists register with the City they are eligible for discounted cycle products (partner with a provider/store), a free bike lock or helmet. Introduce the need for end of trip facility provision into LPS 1 above a certain threshold of bicycle parking provision. Presently there is only the requirement to provide bicycle bays only.		Number of bike owner registrations. Number of cyclist facilities installed. % of mode split being bikes increased.	6-monthly / as-needs basis	Urbi (presently in Perth): http://www.urbi.bike/#what-urbi-is
IF10	Infrastructure	Consolidated car parking	Trial off-peak street car parking on Chapman Road and Lester Ave.	A clearly defined streetscape (between vehicles and pedestrians) and the provision of more short-term street parking.	Linemark two-way single lanes along Chapman Road and Lester Avenue. Allocate remaining road reserve as on-street car parking, and mark in a different colour to road line marking during trial period. Track usage numbers, if successful then integrate street bays with existing streetscape, and include street tree plantings between car bays.		Traffic count. Utilised car bays.	Measure baseline traffic usage of street. Track traffic usage during trial. Track car bays used during trial.	

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
IF11	Infrastructure	Consolidated car parking	Create mid-block car parks to service employee car parking needs, by consolidating rear vacant land areas. Connect mid-block car parks with pedestrian links to enhance connectivity.	Provision of an area for long-term (employee) car park that normally consumes short-term car bays within the city centre. Re-use of a vacant mid-block location within the city centre frame.	Enter into discussions with landowner(s) of properties between Fitzgerald St, Lester Ave, Cathedral Ave and Marine Tce for utilisation of rear vacant land as a consolidated mid-block car park. The City can contribute cash-in-lieu funds toward construction of the project, and enter into a possible negotiation of leasing that consolidated portion of land (or a similar arrangement). Liaise with adjoining businesses in the city centre to gauge their interest in using car bays within the employee car park. Signpost car parking for employee use only and issue employee parking permits to help track usage. Track car parking usage to measure success.		Number of cars utilising car park.	Measure number of employee parking permits issued. Monitor usage monthly.	
IF12	Infrastructure	Consolidated car parking	Change the perception of Lot 601 as a large, free car park in the city centre.	Additional contribution to cash-in-lieu funds, changed perception of Lot 601 being a free car parking space, short term improvement of the site's appearance.	Remove 'free parking' sign at Lot 601. Charge users $ a day (to be determined) to park. Collect revenue and allocate to cash-in-lieu funds. Allocate a resource to collect funds from users in the morning, and ensure rangers monitor car parking during the day. Plant landscaping around the perimeter of the site to detract attention from the high fencing.		Revenue from car parking. Number of users.	Monitor number of cars using the site a week prior to implementation and record numbers. Monitor the number of cars using Lot 601 for three months following implementation of the charge rate.	

Quick Win | Short | Short-Medium | Medium

CREATE MID-BLOCK CAR PARKS TO SERVICE EMPLOYEE CAR PARKING NEEDS, BY CONSOLIDATING REAR VACANT LAND AREAS.

Figure 10. Impression demonstrating mid-block car parking initiative

CONNECT MID-BLOCK CAR PARKS WITH PEDESTRIAN LINKS TO ENHANCE CONNECTIVITY.

Figure 11. Impression demonstrating surrounding connectivity integrating with mid-block car parking

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
IF13	Infrastructure	Consolidated car parking	Introduce a different parking management system in the city centre (first hour free, pay thereafter).	Clarity around parking management, short-term parking incentives, longer-term parking revenue.	Rationalise all existing parking management systems within the city centre and survey existing car parks (including street parks) to understand number of bays available and location. Monitor car parking usage to understand existing usage patterns and create baseline data. Introduce a single car parking management system for the city centre, where parking tickets are issued for all bays on a first hour (or two) free, and a fee for every hour thereafter. This should correlate with normal business hours, such that after business hours all parking within the city centre is free, to encourage after hours activity. Monitor parking usage (to measure against baseline data), and revenue. Trial as an overall city centre management system, and tailor ticketing prices and times to suit different locations as need be (and based on data measurements).		Car parking usage patterns. Revenue from car parking.	Create a baseline of usage patterns and numbers of car bays occupied. Monitor daily for the first two months of introducing the new system.	City of Vincent: http://www.vincent.wa.gov.au/Services/Rangers_Community_Safety/Parking/Car_Parks Town of Victoria Park: http://www.victoriapark.wa.gov.au/parkingFAQ City of South Perth: https://southperth.wa.gov.au/discover/getting-around/parking

Quick Win | Short | Short-Medium | Medium

INVESTMENT AND ECONOMY

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
IE1	Investment & Economy	Collaboration of key entities	Clarity and accountability of timelines for redevelopment and staged priorities to allow coordinated development from all stakeholders. This includes clarity around cluster industry goals and programs to tie in with the city centre.	Coordinated re-development where developers can align programs and investment with public programs.	A key output of the leadership body (taskforce) will be to liaise with relevant bodies (CGG, MWDC, MWCCI, WaterCorp, Western Power, DRD, DoT, DoP, PTA, Progress Mid West etc.) to collate project timelines and present this as available information. This could be governed by an MOU or similar. The leadership body (taskforce) are to prepare a timeline demonstrating the strategies/initiatives as part of this Revitalisation Plan, and indicate staging as part of this output. Key output is a 3-6 monthly briefing report / summary / timeline - which should be widely promoted (as a positive initiative).		Number of breifing reports.	3-6 monthly.	
IE2	Investment & Economy	Collaboration of key entities	Initiate discussions with Department of Housing to investigate shared equity (or other) housing options in the city centre.	Diversity of housing product in the city centre, including affordable options.	Initiate discussions with the Department of Housing in regard to shared housing equity (or other) options in the city centre. Suggest an information session for DoH to present to the leadership body (taskforce).		Number of meetings/ discussions with DoH. Longer term - number of shared equity products available in the city centre.	As needs basis.	

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
IE3	Investment & Economy	Collaboration of key entities	Leadership body (taskforce) to coordinate a landowner partnering scheme to unlock the potential of landholdings in the city centre.	Unlocking the potential of landholdings within the city centre for more coordinated development, and producing a culture of collaboration.	Leadership body (taskforce) to establish a landowner partnering scheme. This body can meet regularly with the aim of matching similar development interests in the city centre, to foster collaboration and enable innovative development. The role could expand to include business opportunities if deemed appropriate. Leadership body to report 6-monthly on progress. Council to revist the established measures and thresholds around rate concessions for development, to ensure it is incentivising development and supporting landowners in beneficial development for the city centre in line with this Revitalisation Plan.		Progress reports. Number of alliances / collaborations achieved. Track the rate concessions granted for new development as part of the new City Policy, against other investment in the city as a measure of effectiveness.	6-monthly.	

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
IE4	Investment & Economy	Collaboration of key entities	Explore development funding sources that can enable investor confidence.	Alternative sources for funding could provide the capital for many developments to ensue, and restore investor confidence in the city centre. This will enable a more diverse economic base and providing stability across the various economic cycles.	Leadership body (taskforce) to undertake an exercise to explore funding sources that enable investor confidence (e.g. seed funding, low interest loan). This may include, as a first step, asking the existing banks/funding entities within Geraldton to report on funding sources/ availability and processes. This will provide a baseline of funding availability, and can direct further research into funding opportunities.		Progress report. Number of alternative sources of funding realised. Total overall investment in the city centre.	6-montly / as-needs basis.	
IE5	Investment & Economy	Collaboration of key entities	Investment and Development Concierge (Progress Mid West) role within city centre.	Providing investment and development assistance and concierge services, but specific to the city centre. Assistance to developers, businesses, landowners in the city centre.	Establish a 'city centre' division within the Investment and Development Concierge, focused on city centre properties. This could work closely with the MWCCI 'city centre chapter' or take on the same role.		Progress reports. Number of business concierge services provided.	6-montly / as-needs basis.	
IE6	Investment & Economy	Collaboration of key entities	All development applications within the city centre to be referred to the City's Director Development & Community Services for continuity in regard to the Plan vision.	Consistent oversight of development applications, ensuring all are aligned with the city centre vision, strategies and outcomes.	City to create internal process whereby all development application within the city centre are referred to the City's Director Development & Community Services as part of their assessment.		Number of approvals within the city centre. % of applications approved within the city centre. % of applications approved within the city centre that align with one of the Revitalisation Plan strategies.	Continue to monitor approvals, however monitor approvals specific for the city centre. Use previous data as a baseline, and continue to monitor approvals montly.	

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
IE7	Investment & Economy	Collaboration of key entities	MWCCI to establish a 'city centre chapter', and help support the formation of a city centre business owners group.	Collective city centre business resources that achieve a sense of collabortion and community, and enable the businesses to grow and support one another.	MWCCI to focus resources toward establishing a 'city centre chapter' that focuses its role within the city centre bounds, and supports these businesses directly. The city centre chapter can help coordinate the formation of a city centre business owners group (network) and provide support where necessary. This group can evolved over the longer term, but may need help from the city centre chapter in the first instance.		Number of meetings of the city centre chapter. Number of meetings of the city centre business owners group. Number of events held by the city centre business owners group.	6-monthly / as-needs basis.	
IE8	Investment & Economy	Staged and ongoing activation	Interim, temporary and pop-up uses to activate vacant areas and buildings.	Additional activity and vibrancy in the city centre, and the ability to trial short-term uses.	Include temporary uses (pop-ups) not needing DA approval within the Regional Centre zone through a policy (in the interim) and through a scheme amendment in the long term. Draft a pop-up uses policy that gives direction on the types of pop-up uses permitted, the preferred location for pop-up uses, and information on any approvals required (e.g. health, licquor licence). The City to provide more streamlined processes for temporary uses that are regularly reviewed.		Number of temporary uses approved. Length of pop-up approval process. Number of pop-up uses within the city.	6-monthly / as-needs basis.	City of Sydney: www.cityofsydney.nsw.gov.au/__data/.../How-to-open-a-pop-up-retail-guide.pdf Parramatta: http://www.popupparramatta.com/home

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
IE9	Investment & Economy	Embracing tourism opportunities	Raise the tourist profile of Geraldton City Centre. Enhance tourism branding of Geraldton as a must-stop destination for coastal WA, and accommodate the city centre as the 'first stop' and hub.	Tourism branding encourages tourists to visit the Geraldton city centre in itself, and to access information about the offer of Greater Geraldton and WA coast.	Collaborate with Tourism WA to ensure Geraldton's tourism profile is raised, and consistent through all advertising avenues. Undertake a review of Geraldton's city centre branding (through an external consultant or other), in key discussions with the Geraldton Visitor Centre. Provide all occupants within the city centre with resources in regard to Geraldton's tourism branding, and encourage them to utilise and distribute this. Include the Geraldton city centre as a 'tourism precinct' in the Local Planning Strategy (in accordance with Planning Bulletin 83 - Planning for Tourism). Include desirable tourist uses as permitted within the Regional Centre zone within LPS 1. Council to campaign the state government for de-regulation of trading hours of the city centre and for designation as a 'tourist zone', including exemption to the retail trading hours in the Retail Trading Hours Act 1987.		Tourism consultant appointed. City centre brand developed. Number of tourist visitors. Number of tourist-targeted developments.	3-4 monthly (to cover all seasons)	

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Goal / Action	Time	Measures and Outcomes	Frequency	References / Examples
IE10	Investment & Economy	Embracing tourism opportunities	Initiate discussions and a marketing/ tourism awareness campaign to harness momentum from forthcoming Batavia film.	Increased tourism exposure and visitors to Geraldton and the city centre.	Initiate discussions with the appointed film makers of the upcoming Batavia film to establish a rapport, and communicate Geraldton's interest in accommodating their success and promoting the city centre. Agree on a marketing campaign with the film makers to raise awareness of the Batavia film and the history and importance of Geraldton to this story. Coordinate the production timeline with events in the city centre to celebrate this history and unique opportunity.		Events and tourism marketing undertaken to take advantage of the film being made and eventual showing of the Batavia film.	Prior to the Batavia film, and during the course of filming.	
IE11	Investment & Economy	Embracing tourism opportunities	Manage and link cruise ship schedule with retail (opening hours) and city centre events.	Coordinated, enjoyable experience for cruise ship visitors to the city centre.	Establish frequent conversations with the Port to understand cruise ship schedules. Promote this schedule within the city centre business owners group to create awareness of key dates. Schedule events to tie in with cruise ship docking dates and times.		Cruise ship patrons that visit the city centre. $ spent in the city centre by cruise ship visitors. Number of events scheduled at the same time as cruise ship docking times.	Monitor monthly.	

Quick Win | Short | Short-Medium | Medium

Geraldton City Centre Revitalisation Plan									
Reference Number	**Theme Area**	**Core Priority**	**Strategy**	**Outcome**	**Goal / Action**	**Time**	**Measures and Outcomes**	**Frequency**	**References / Examples**
IE12	Investment & Economy	Embracing tourism opportunities	Expand the Geraldton Visitor Centre's role to become a 'one-stop-shop' for tourism offer, located in the city centre.	Increased visitor patronage in the city centre, coordinated and streamlined tourist service.	Council to help expand the Visitor Centre's role to include a booking/ connection service within the town centre that allows visitors to book tickets for available offerings (e.g. Abrolhos Islands tour). The Visitor Centre can become the central organisation point for all tourist operators to provide information and booking services. Contact all tourist operators within Geraldton to inform them of this service offer, and encourage them forward their booking services over to the Visitor Centre.		Number of bookings received for tourist offerings. Number of visitors to the Visitor's centre.	Monitor monthly.	

PRIORITY ACTIONS & QUICK-WINS

QUICK WINS/PRIORITIES

The table below summarises the quick-wins and priorities explained in the table above. This is just to reiterate the importance of achieving some quick-wins in a short timeframe to enhance confidence in the revitalisation of the city centre.

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Priority Action(s)
PP2	People	Lively and active city centre	Campaign Uber (or a similar ride-share service provider) to establish services in Geraldton as an alternative transport method for areas not readily accessible by public transport.	Options for after hours travel to/from the city centre, supporting the city centre evening economy. Providing an alternative source of income for interested Geraldton residents.	Initiate a campaign #uberforGero. Encourage those with smart phones to download the app to indicate a demand for the service in Geraldton. Set up a social media campaign and a petition of support. Contact Uber (support@uber.com) to demonstrate the demand and benefits in Geraldton.
PL5	Place	Branding and place pride	Embrace Geraldton's nautical/maritime influences and use this as a theme for all new materials and designs in the city centre.	A consistent visual theme that can tie in elements of the city centre with Geraldton's unique point of different (port, foreshore, history).	Encourage nautical material use throughout the city centre (in both private and public initiatives) e.g. steel, wood, rope, limestone Encourage incorporation of design influences such as: sails, coastal/maritime style, boat shapes, maritime elements (e.g. anchor).
PL6	Place	Branding and place pride	Transform retail parklets into 'life boats' as a unique feature of The city centre.	Point of difference for the city centre that embraces the nautical theme, and supports existing retail.	City to construct a trial life boat parklet guided through a design competition to involve the broader community.
PL8	Place	Branding and place pride	Provide seasonal colour plantings in median strips to bring vibrancy into the street.	Injecting life and colour visually into the city centre.	Include median conditions as part of the streetscape audit to identify where seasonal plantings could be utilised in the city centre. Identify areas of focus in the city centre for seasonal plantings. Seek community assistance (through social media channels) to donate plantings, or advise of preferred plantings.
PL9	Place	Branding and place pride	Encourage shopfront and window display excellence (overall, and through competitions).	Interesting shop fronts that add vibrancy to the city centre and add to the sense of community.	The city centre business group can initiate shopfront and window display excellence to reflect different seasons or events (e.g. Christmas, winter, summer, school holidays)
IF5	Infrastructure	Accessible city centre	Trial two-way traffic along Foreshore Drive (between Cathedral Ave and Durlacher St).	Increased legibility and connectivity in the city centre for visitors and residents.	Conduct initial traffic count on Foreshore Drive and surrounding city centre streets to create baseline data for traffic flow.

Quick Win | Short | Short-Medium | Medium

Reference Number	Theme Area	Core Priority	Strategy	Outcome	Priority Action(s)
IE6	Investment & Economy	Collaboration of key entities	All development applications within the city centre to be referred to the City's Director Development & Community Services for continuity in regard to the Plan vision.	Consistent oversight of development applications, ensuring all are aligned with the city centre vision, strategies and outcomes.	City to create internal process whereby all development application within the city centre are referred to the City's Director Development & Community Services as part of their assessment.
IE8	Investment & Economy	Staged and ongoing activation	Interim pop-up uses to activate vacant areas and buildings.	Additional activity and vibrancy in the city centre, and the ability to trial short-term uses.	Include temporary uses (pop-ups) as not needing DA approval within the Regional Centre zone through a policy (in the interim) and through a scheme amendment in the long term. Draft a pop-up uses policy that gives direction on the types of pop-up uses allowed, the preferred location for pop-up uses, and information on any approvals required (e.g. health, liquor licence).

SUMMARY OF AUDITS

Below is a summary of the baseline data and audits that will need to be collected as part of the revitalisation process, and to help monitor each strategy, and inform evidence-based decision-making going forward. These are detailed in the strategy tables above, however are reiterated for clarity below.

Baseline Data or Audits Needed	Relevant Strategy	Strategy Time
Usage of car parking facilities in the city centre	• Introduce a different parking management system in the city centre (first hour free, pay thereafter) (IF14).	Quick-win
Traffic counts on streets within the city centre	• Trial two-way traffic along Foreshore Drive (between Cathedral Ave and Durlacher St) (IF5). • Trial off-peak street car parking on Chapman Road and Lester Ave (IF11).	Quick-win Short-Medium
Streetscape amenity audits (Benches, bins, bike racks, street trees, on-street car bays, signs, median conditions – and more data as needed)	• Introduce streetscape improvements city centre wide (based on street type) to reduce clutter and signage and upgrade benches, bins and bike racks (PP13). • Improve existing street trees (large deciduous species) to provide shade and enhance streetscapes across key retail and pedestrian streets (PL7). • Provide seasonal colour plantings in median strips to bring vibrancy into the street (PL8). • Create clear view paths from the city centre to the foreshore by removing obstacles and clutter (IF4).	Short-Medium Short Quick-win Medium
6-12 month resident population survey in the city centre (between Census years)	• Re-introduce the city centre as a place to live through promotion, marketing and branding materials (PP4).	Short
Lighting of key pedestrian routes	• Improved lighting of all key designated pedestrian routes and streets (PP7).	Short
User patterns and time in the clock tower square	• Retrofit the Clock Tower Square in Marine Terrace to become the City's centrepiece (PP12).	Short-Medium

Baseline Data or Audits Needed	Relevant Strategy	Strategy Time
Survey perceived safety and vibrancy of the city centre	• Providing innovative lighting solutions within the city centre to increase vibrancy, safety and overall appeal (PP5). • Improved lighting of all key designated pedestrian routes and streets (PP7). • Activate sides of buildings adjacent to pedestrian connections/laneways/arcades through lighting, art and re-use of empty spaces (PP10).	Medium Short Medium
Number of establishments open after hours (5pm)	• Providing innovative lighting solutions within the city centre to increase vibrancy, safety and overall appeal (PP5).	Medium
Audit of awning provision on key pedestrian routes	• Provide awnings and verandahs to or adjacent to buildings that ensure shade and shelter on the key pedestrian connection streets (PP11).	Medium
Transport usage statistics	• Provide alternative transport options that allow people to access the city centre after hours to foster a healthy evening and weekend economy and culture (PP1).	Medium
Land-use audit within the city centre	• Designate the city centre as the primary activity centre in Geraldton, and emphasise its role as a tourist/entertainment destination and residential/community hub (departing from its notion as primary retail offer only) (PL3).	Medium
Audit of pedestrian usage in Cathedral Avenue	• Create shared use zone at the northern end of Cathedral Avenue (between Marine Tce and Foreshore Dve). Re-configure Marine Terrace and Cathedral Ave intersection for pedestrian priority (IF7).	Medium

CITY CENTRE HACKATHON

Given the upcoming presence of the SMARTLAB project in Geraldton and the need to monitor many of these revitalisation strategies through the collection of data, there is an excellent opportunity to conduct a hackathon for the city centre.

A hackathon is an event that typically lasts for several days (or a day) in which a large number of people meet to engage in a collaborative ideas generation process that often revolves around computer programming, however it can be targeted to any particular topic. For instance, there may be several challenges that need complex strategic collaborative thinking in order to be resolved, and a hackathon can provide that forum in the context of accessing data or manipulating available technologies to assist in problem solving.

Although this Plan contains many different actions and data collection initiatives to help measure and monitor each strategy, a hackathon could help unlock the knowledge and resources present within the city centre community to better implement these strategies.

REVITALISATION PLAN UPDATE BULLETIN

For a significant number of the strategies, the frequency of updating measures is not reliant on any particular timeframe, and is therefore better suited to regular updates to ensure data is consistently measured. One way to ensure this accountability is to prepare a six monthly (or otherwise determined) Revitalisation Plan update bulletin. This bulletin could report on progress against certain strategies where relevant, include any events, initiatives or relevant updates to the city centre community. It would also be a good means to continue a positive dialogue surrounding the revitalisation of the city centre.

PROGRESS TO DATE

Core Priority	Progress	Outcome
Collaboration of key entities	CEO has written to major landholders within the city centre to advise of the recently adopted Council incentives in regard to rate concessions for new developments.	Pro-active approach in sharing Council's recently adopted incentives that allow rate concessions, among other incentives. Raising awareness of existing incentives to developers to encourage investment and redevelopment. Council demonstrating pro-active approach to city centre development. Council may need to review rate concessions initiatives in regard to the thresholds, to consider the recognition of cumulative investments that meet current thresholds.
Lively and active city centre & Branding and place price	Landowner of the Freemason's Hotel has prepared plans to propose a parklet adjacent the Marine Terrace frontage. Plans have since been revised to incorporate the nautical theme, and include 'weathered driftwood' MillBoard decking in the design.	Increased activity and life in the streets. Existing business expanding trade into the street. Embrace of the nautical/maritime theme in the city centre.
Collaboration of key entities	CEO has indicated to staff that when an application is received in the city centre it needs to be referred directly to the City's Director Development & Community Services.	The City's Director Development & Community Services has been involved in the engagement process as part of the formation of this plan, and understands the overall vision, objectives and strategies, and therefore can provide a consistent approach to ensuring new development aligns with these goals.
Branding and place price	Council has begun refurbishment of existing bollards in the city centre to align with the nautical / marine theme.	Council demonstrating a pro-active approach to embracing a cohesive theme, and identifying quick-win opportunities. Embrace of the nautical/maritime theme in the city centre.
Collaboration of key entities	The prominent 'Town Towers' site in the city centre has sat vacant for a long period of time, however recent re-construction works have begun on the site to convert the building into an apartment hotel.	Evidence of investment and activity in the city centre. Kick-starting the re-development of one of the prominent sites in the city centre that has been vacant for a long period.

IMPLEMENTATION & LEADERSHIP – HOW DO WE GET THERE?

IMPLEMENTATION

IMPORTANCE OF IMPLEMENTATION

"A successful Smart Community evolution requires insightful selection of ideal smart projects and careful integration of complex systems to avoid a disconnected set of technology solutions."
– Black & Veatch, Starting A Smart Community Evolution

The above strategies have been formed to guide the revitalisation of the city centre, however without any direction around implementation of these strategies, it is at risk of becoming another strategic document without any grounding or direction going forward.

Through the engagement process it was reiterated that revitalisation would be part of a greater mindset shift – that although things may have been influenced by previous circumstances, it would require a greater cultural change and view of the city centre, guided by strong leadership, to help realise these results. There was also the recognition that everyone has their part to play in this process, and it can only be achieved through a collaborative approach.

Implementation of the Revitalisation Plan should also be viewed as a larger campaign for change, transition, innovation and progress. With change often comes initial resistance, often followed by some form of disorganisation as people are challenged out of their comfort zone. However, this is only until the transformative idea(s) becomes explored and accepted, and ultimately integrated as part of society. Small achievements and actions get people excited, and excitement is contagious. Implementation of this Revitalisation Plan will help the city centre realise a new era of success.

To help frame the implementation model, several key themes were identified that were important to the revitalisation of the city centre, and are explained further below.

Measurable

The previous strategies for the city centre were absent of any key success measures or accountability around implementation, and perhaps this is why there has been limited progress toward any of these strategies. Defining measures for each of the strategies ensures accountability, but also transparency. It also contributes to evidence-based decision-making, particularly for substantial strategic decisions, in that it monitors success. Measures are the data that report when things are changing, and progress is being made – when we are getting somewhere. They also help to celebrate wins.

On this basis, measures were assigned to each of the strategies within this Revitalisation Plan, and will be a significant part of its overall success. Part of the implementation model will include regular data collection, measuring, monitoring and reporting.

Quick-win momentum

To achieve overall progress it is important to achieve small, quick-win successes to inspire confidence and initiate energy and activity around change and innovation. This creates the environment where people move from indifference to making a decision. Success builds upon success, and the flow-on effect of revitalisation is self-actualising.

On this basis, quick-win strategies have been developed, and most strategies contain a quick-win or short-term action that can be achieved as a stepping-stone toward a greater goal. These strategies will provide the city centre with some quick success and confidence to move forward with the greater revisitation agenda.

Common Vision/Agenda

To guide change within the city centre, a common vision or agenda must be realised to ensure all stakeholders are clear on the overarching purpose, and therefore can effectively collaborate

and maintain focus toward the overall goal. A common vision ensures simplified decision-making, and help focus efforts and actions. A common vision will help to collectively align different parties to support transformation and empowerment.

On this basis, the vision and revitalisation objectives have guided the strategy and action development within this Plan. Moving forward, the leadership body must ensure it operates based on a common vision.

Collaborative

The need for collaboration as part of this revitalisation process is evident. A city centre comprises numerous stakeholders, agencies, sectors, and networks, all of which will need to operate collaboratively to achieve the desired outcome. The potential to be realised through collaboration is immense, given the knowledge, resources and capabilities of every entity within the city centre. Too often revitalisation is left to the key governing body, but their extension of influence only goes so far. There is a need for all stakeholders to collaborate and participate in this revitalisation journey. It is in everyone's best interests to do so.

On this basis, the implementation model includes a number of key agencies within the leadership body that can initiate and implement the key actions going forward.

Leadership

It is clear that Geraldton is evolving from a rural town to a regional capital, and this mindset shift in the leadership group will benefit the city centre immensely. A champion is needed to guide the implementation of these strategies, and ensure that everyone is excited in working toward the common vision. Leadership should extend beyond a revitalisation champion, and the leadership body (taskforce), among all city centre stakeholders, can embody leadership in revitalising Geraldton.

On this basis, the implementation model is lead by a leadership body; a collaborative body to act as both thought leader, and to have the primary role in implementing the Revitalisation Plan.

IMPLEMENTATION MODEL

Guiding the implementation of the Revitalisation Plan will require an evolving implementation model. The foundation of this model should be established as a priority following the finalising of this Revitalisation Plan, however it should be acknowledged that in the first instance it would need to flexible whilst functions and controls are finalised.

Nevertheless, significant thought has gone into crafting the foundation of an implementation model that will be able to implement the revitalisation strategies, and become a key leadership body for the city centre.

GOVERNANCE MODEL – PROGRESS MID WEST

Progress Mid West (PMW) is one of the initiatives being realised as part of Growing Greater Geraldton Growth Plan. PMW is a partnership of leading Mid West organisations working together to deliver an improved economic outlook for the region, and is a direct result of the Mid West Regional Blueprint's Mid West Business Development Strategy and recently Growing Greater Geraldton (the Regional Centres Development Plan). Its purpose is to grow the traded economy of the Mid West through several business enhancement activities.

There are three main platforms within PMW:

- Clustering for Growth *(industry clusters, and regional growth nodes);*
- Business Concierge *(opportunity matching, support, and investment attraction); and*
- Growth Enablers *(infrastructure, skills, innovation, entrepreneurship, reputation management and city centre revitalisation.)*

City centre revitalisation is one of the growth enablers to achieve a strong heart, which will ensure a strong region.

Progress Mid West is in the process of being established, and therefore presents an opportunity for the Revitalisation Plan to have an important role, and ensure an integrated approach to revitalisation of the city centre, that can benefit Greater Geraldton. To ensure it maintains a relevant role in PMW a City Centre Revitalisation Board should be established under the PMW banner.

LEADERSHIP BODY – REVITALISATION TASKFORCE

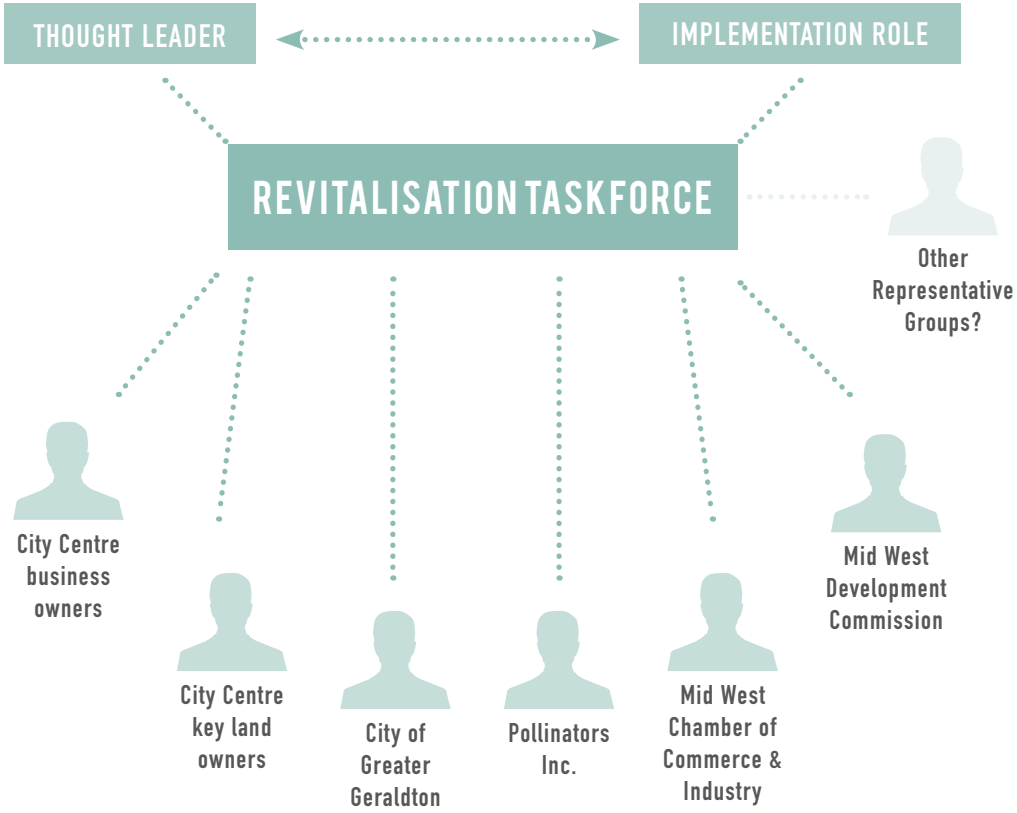
There will be a key leadership body responsible for the Revitalisation Plan, known as the Revitalisation Taskforce. This body will encompass representatives from several different stakeholder groups relevant to the city centre, as detailed in the table below.

Key Representative Groups	Purpose /Contribution	Representation
City of Greater Geraldton	Provide leadership and key connections to the local government resources, and Council as decision-makers. Important to ensure implementation and streamlined processes.	1 representative member (CEO or Mayor)
Mid West Development Commission	Provide key networks, resources, and alignment of initiatives.	1 representative member
Mid West Chamber of Commerce and Industry (City Centre Chapter representative)	Provide a significant link to business and industry representatives in the city centre.	1 representative member
City Centre Business Owners Group[1]	Key business networks, local knowledge, resources, and investment opportunities.	1 representative member (1-year terms)
Strategic Landowners[2]	Key business networks, local knowledge, resources, and investment opportunities	1 representative member (1-year terms)
Pollinators Inc.	Key networks, knowledge, and innovation leadership in the city centre.	1 representative member

[1] Or a representative from a business owner within the city centre area.

[2] Strategic Landowners would be invited to nominate for a position, and would selected through a blind assessment. A blind assessment typically involves selecting individuals based on criteria (demographic, interest, etc.) but without reference to names or identifies. Invitations for nominees would be based on criterion such as the top 10 ratepayers in the city centre.

Optional Representative Groups		
Geraldton Police	Resources, local knowledge, and city centre presence.	1 representative member
Department of Regional Development	Resources, funding ability, and networks.	1 representative member
Geraldton Visitor Centre	Role in facilitating tourism development and networks.	1 representative member
Any other community groups	Access to resources, networks or funding.	1 representative member



The Revitalisation Taskforce would have a role of being a thought leader as well as being high level connectors of needs and resources, as well as actioning and monitoring the implementation of the Revitalisation Plan. The representatives from the Key Representative Groups would form the City Centre Revitalisation Board under Progress Mid West. Additional resources will be needed to help implement the strategies within this Plan, as well as measure and monitor each of the outcomes. This will be an evolving process in the first instance, whilst the board and Revitalisation Taskforce are being established.

In the interim whilst the Revitalisation Taskforce is being established, the Key City Centre Stakeholder Working Group as part of the Revitalisation Plan project can be a temporary body to help guide the transition.

There are some key important steps that will need to be undertaken as the Revitalisation Taskforce is established:

- Prepare a Terms of Reference (including mission statement, purpose, role etc.)
- Confirm the board structure and role under Progress Mid West
- Develop a high-level funding business model
- Establish a regular meeting and reporting system
- Delegate roles and tasks to all members

The collaborative nature of this leadership group will help to establish a culture of trust within the city centre community, particularly once a few quick-wins are achieved. It will be important that where possible, whilst the Revitalisation Taskforce is going through its initial establishment tasks, that any quick-wins that can be achieved simultaneously are undertaken.

FUNDING OPPORTUNITIES

The Revitalisation Taskforce should have a flexible structure in regard to funding sources and opportunities. Multiple opportunities should be explored to ensure a diversified funding base, ensure sustainability, and promote optional independence moving forward.

Through its role under Progress Mid West it will receive funding through this channel, likely through Royalties for Regions or similar State Government funding. In receiving this funding, it should receive specific funds separate from the other initiatives under PMW, and be based on particular strategies, rather than a lump sum.

Part of the City of Greater Geraldton's annual budget should be allocated toward the Revitalisation Plan.

Other funding options include the establishment of a City Centre Levy, being a specified area rate that is imposed on property and businesses within the city centre. These funds should be allocated specifically to the Revitalisation Plan, and clear and accountable allocation of funds is required.

There will also be the opportunity for investors to sponsor a strategy. Once the strategies are broadly costed, investors, businesses, and developers will be able to sponsor a strategy by donating the funds direct to the strategy they wish to see realised. Conversely, the Revisitation Taskforce can advertise each strategy as a 'go fund me' project where needed, and where large community support is evident.

Alternative benefits other than monetary funding can include the donation of labour, resources, networks, time, volunteering etc., many of which will be needed to help realise and achieve revitalisation for the city centre. Ultimately this is an opportunity for the community to come together and pool resources to help realise a better city centre.

APPENDIX 1:

EXCEL STOCKTAKE AND STRATEGY DOCUMENT REVIEW

Document Title	Date Prepared	Author	Intended Time Period	Applicable Area	Primary Focus Area	Status	Addresses Areas of Interest (✔✗)								Strategic Objectves	Links to Revitalisation Plan	Key Initiatives and Opportunities to Leverage	Any Initiatives/ Opportunities/ Recommendations Undertaken to Date	Any Barriers or Implementation Tools Identified	Actions superceded or transferred by Revitalisation Plan
			e.g. 5 years, 10 years, not specified	e.g. precinct, CBD/city centre, Geraldton, Greater Geraldton, Regional	e.g. economics, residential, vibrancy, planning	e.g. endorsed, draft	Planning Framework and Implementation	Built Form	Land Use	Movement	Public Realm	Public Art	Business Activation	Infrastructure	Core strategic objectives of the document	Summary of links to the Revitalisation Plan	Initiatives and opportunities that can be built upon and factored into the development of the Revitalisation Plan	What (if any) recommendations achieved or underway since preparation	I.e. what barriers are there and/or why hasn't this recommendation happened (resourcing, funding, other projects required to trigger this one etc.)	Any strategies developed as part of the Revitalisation Plan that have been superceded or transferred from previous strategies Refer to text highlighted in red.
City of Greater Geraldton **Draft Local Planning Strategy**	Dec-14	Unsure - City of Greater Geraldton	2013 to 2023	Greater Geraldton	Planning	Draft	✔								This is the City's first local planning strategy (as an amalgamated Council) and represents the land use planning response to the City's strategic community vision.	The document includes a range of strategies and actions, provided below is a list of the strategies and a summary of those that appear to have some link, or the potential to link to the Revitalisation Plan are: 1. Residential development - no link 2. Rural living - no link 3. Tourism - facilitate for appropriate toursm accommodation, activities and related development within the City. Ensure flexibility in planning controls for attracting tourism development. 4. Community facilities - no link 5. Public open space - recognise the differences in function of public open space for recreation and conservation purposes. 6. Heritage and culture - ensure the recognition and protection of valued Aboriginal and European heritage precincts and places. 7. Biodiversity - ensure that the development of land, where possible and appropriate, maximises protection of environmental features. 8. Water - no obvious link identified. 9. Buffers - ensure that appropriate buffers are identified to avoid development conflict. 10. Infrastructure and public utilities - align infrastructure planning to supply demands and protect key infrastructure that services the broader region. 11. Coast - no link. 12. Commercial - establish a hierarchy of activity centres and areas where priority should be given for more intensification in close proximity to existing and planned services. Identify areas of mixed use adjacent to activity centres. Recognise the role of large format retail as part of the commercial hierarchy. 13. City Centre - ensure the City Centre remains the principal activity centre within the district,	This is a planning strategy, and there are no specific initiatives highlighted other than the planning recommendations/ actions highlighted under the previous column.	Nothing identified.	No barriers identified.	**Tourism** - superceded by strategies within the 'Embracing Tourism Opportunities' priority. **Infrastructure** - superceded by strategies within the 'Collaboration of Key Entities' priority, particulalry where recommendations have been made for ongoing liaison between relevant parties to resolve these ongoing infrastructure issues. **City Centre** - superceded by strategies within 'Branding and Place Pride' and 'Diverse City Centre' priorities, given their emphasis on creating a unique city centre branding, strategies around diversifying the offer of the city centre, and clarifying its role beyond the CBD. **Integrated Transport** - superceded by strategies within the 'Connected City Centre' priority, given the emphasis on diversifying transport options through different solutions.
City of Greater Geraldton **Commercial Activity Centres Strategy**	Sep-13	Hames Sharley & Pracys	2031	City of Greater Geraldton	Commercial centre planning	Endorsed	✔	✔	✔	✔	✔		✔	✔	Focused on the development of a strong, resilient network of activity centres. This strategy provides a framework for managing future growth in commercial activity by providing performance based criteria for commercial centres based on eight guiding principles. This process will then guide the decision making around the types of development that can occur within each commercial centre. In addition to this the primary objectives are: 1. Identify the amount of additional shopping floorspace required to service anticipated population growth and where this expansion will be most beneficial to the community. 2. Establish a clear hierarchical structure to guide size and location of major commercial activity centres. 3. Identify and promote development of centres and nodes that provide a wide mix of activities, services and other uses that are complimentary to their retail function and that activate the centres. 4. Identify strategies to ensure activity centres develop in an integrated fashion. 5. Identify infrastructure requirements associated with future commercial activity. 6. Identify drivers of change in retailing. 7. Examine potential impacts of retailing trends. 8. Ensure that retail activities that occur away from the town centre involve an aggregation of uses at appropriate locations.	Provided below is a summary of the key points from this strategy that relate to the Revitalisation Plan: * the Strategy has a specific reference to the CBD - supporting the maturation of the CBD into a diverse, intense and highly connected activity centre. * The strategy establishes a hierarchy of centres, with the CBD identified as a Regional Centre, requiring active intervention by the City to encourage additional development, consistent with how its role is defined. The strategy has a range of recommendations many of which are about informing other activities/ strategies. However, there is one specific to the CBD - 'Actively encourage the consolidation and prioritisation of the Geraldton CBD, which needs to continue to mature into an intense, diverse Regional Centre that provides a range of opportunities for work, leisure and accommodation.'	To define what a successful network of activity centres means for Geraldton, a series of principles have been developed. These principles are designed to guide the development of statutory planning instruments to be used to implement the Strategy, and include the following: 1. Efficient, intense and compact centres - key outcomes - centres that meet the full range of user needs. 2. Optimise the frequency and quality of transactions within the city - key outcomes - maximising the performance of the centre. 3. Support the maturation of Geraldton CBD into a diverse, intense and highly connected activity centre - key outcomes - the CBD becomes a diverse, intense and highly connected activity centre. 4. Optimise access to and within centres to residents, workers and visitors - key outcomes - highly accessible, efficient movement network, in and from activity centres. 5. Place identity, amenity and integrity - key outcomes - high quality places. 6. Place equity - key outcomes - balance between economy and other needs/ aspirations of the community. 7. Meet the needs of future as well as current users - key outcomes - understanding future trends/ needs and catering for those as well as current needs. 8. Appropriate configuration of land inside and outside of activity centres - key outcomes - understanding regional context, planning that balances the needs of residents and commercial development, which also valuing the environment.	Nothing identified.	No barriers identified.	**City Centre** - superceded by strategies within 'Branding and Place Pride' and 'Diverse City Centre' priorities, given their emphasis on creating a unique city centre branding, strategies around diversifying the offer of the city centre, and clarifying its role beyond the CBD. **Access** - superceded by the strategies under 'Priorities for Pedestrians and People' and 'Accessible City Centre' priorities, whereby they prioritise pedestrian movement, and suggest strategies for trialling changes to the road network to resolve traffic issues. **Place Identity** - transferred and superceded by the strategies under 'Branding and Place Pride', given the importance of establishing place identity for the city centre, and embracing this throughout.
City of Greater Geraldton **Residential Development Strategy**	Sep-13	Hames Sharley & Pracys	2031	City of Greater Geraldton	Residential planning	Endorsed	✔	✔	✔					✔	Residential Development Strategy objectives: * Identify preferred areas for residential growth that are capable of being serviced. * Investigate the potential for additional 'mixed use' housing in the Geraldton CBD and make recommendations as to how to encourage this type of housing. * Identify residential 'infill' sites within the Geraldton urban area, especially suitable crown land areas. * Assess the future housing demands of an aging population having regard to preferred location and lot size. * Assess the current and future housing demands for students, particular attention should be given to the preferred location of student housing. * Recommend a regime to manage both the urban and rural interface. * Develop a mechanism/ approach to manage medium and high density housing development so as to maximise the benefits and minimise the community concerns.	Provided below is a summary of the links to the Revitalisation Plan: * The CBD is the largest of the activity centres and provides services to the whole of the Mid West Region. It provides the most intensely concentrated development in the region and offers the greatest range of high order services, jobs and commercial activity of the region. * Currently the City and the Greater Mid West Region are entering a period of high economic growth due to the regional increase in mining activity, the construction of the Oakajee Port just north of the City and other major projects, including the Square Kilometre Array and installation of the NBN. AS Geraldton is the regional centre for the Mid West it is expected much of the activity and population growth will occur in this area. * The Geraldton CBD should be the focus of the development of a diverse, intense and mature activity centre that builds upon the historic urban form and existing infrastructure assets. This will require the development of a significant residential population within a walkable distance of major CBD activity nodes. * The City's vision is to have the capacity to sustain a population of up to 100,000 residents. * Three population growth scenarios were established - scenario 1 - 50,000; scenario 2 - 70,000; scenario 3 - 100,000. * The density of residential development within the CBD should be in accordance with the R-AC coding with a minimum density target of R60. * The Geraldton CBD is identified as Priority 1 (Develop Now) for residential development. * One of the strategy objectives is - investigate the potential for additional mixed use housing in the	Provided below is a summary of the key initiatives/ opportunities identified within this strategy that potentially have implications for the Revitalisation Plan: * Strategy talks about 'facilitating Geraldton and Mid West region students to stay in the City and study by providing viable housing options so they can remain within their support network ... and add to the pool of skilled workers within the city by taking up jobs within the region.' Further to this, the strategy goes on to say 'preventing the drain of the student demographic from the population is important for Greater Geraldton to feed its future labour force and maintain community stability.' * There is reference to the need for an improved public transport network. * One of the strategy objectives is - investigate the potential for additional mixed use housing in the Geraldton CBD and make recommendations as to how to encourage this type of housing. * Community objectives linked to CBD revitalisation include - progressive development of the CBD; more people living in the CBD. * Strategy contains the same Guding Principles as the Commercial Activity Centres Strategy. * The Implementation component of this Strategy is focused on planning instruments that need to be changed to accommodate the type of	Nothing identified.	No barriers identified.	**Transport** - superceded by strategies under 'Lively and Active City Centre', whereby transport strategies are focused around people movement to support activity within the city centre. **Residential** - superceded by the strategies under 'Lively and Active City Centre', where they encourage a shift in perception of the city centre as a place to live, amongst strategies for increasing residential.
City Centre Planning Policy - A design initiative for the Geraldton City Centre (Revision 6)	26-Jun-12	GHD, Ferrart and Relix	Not specified	City Centre	planning	Endorsed	✔		✔						The Geraldton City Centre Planning Policy seeks to provide Geraldton with a unique city centre possessing a high level of amenity and activity. The City has the following strategic vision - a Smart City which has a prosperous, liveable and creative community within an attractive WA setting. Geraldton-Greenough will utilise the wealth of natural resources as the foundation to become a centre of global significance in the new economy. By 2020, GG will have the capacity to sustain a population of 80,000 to 100,000 people. It will be the focal point for an active and vibrant region containing significant district centres to the north, south and hinterland. By 2050 Geraldton will be WA's second city. GG will be recognised as a powerhouse of the new economy, a community which people recognise for its vibrancy and amazing transformations. It will be a preferred choice to live, work and play. This Planning Policy includes 3 additional objectives: * A significant residential base that supports a diverse and concentrated mix of uses, generating a lively, interesting social environment and a profitable business setting. * a quality environment that establishes a distinctive sense of place by having a physical setting designed to encourage and accommodate pedestrian activity and is unique in its architecture, landscapes and culture. * a future proofed city centre that is robust enough to withstand the changes that are likely to occur as a result of peak oil prices, climate change and public attitudes/ behaviour regarding sustainability. Land use objectives: * support residential living within the city both around the edges and in the upper storeys of buildings. * make the foreshore and its immediate surrounds the heart of the city. Work outwards from this heart horizontally and vertically and encourage residential and commercial development to surround the 'heart'. * provide flexibility and compatibility in the distribution of land uses throughout the CBD. * link retail uses to cultural, leisure and office activities.	Provided below is a summary of links to the Revitalisation Plan. In addition to this there are a number of other linkages in the strategic objectives section as well: * refers to the need for the City to adopt a regional capital mindset for all city development proposals. * the success of Geraldton's city centre will increasingly rely on how well it creates a living and vibrant central city lifestyle giving people close and easy access to recreation, culture, shops, employment, transport and services. * the policy includes a range of guidelines around things like design, height, setbacks, heritage and built form for the different precincts. * the policy emphasises the importance of establishing strong pedestrian links. * it also has sections on transit planning and car parking for the city centre, guidelines for designing a safe city. * the City is seeking to build retail investment by increasing the number of people living in the city centre by providing for cultural, entertainment and recreational uses that help make the CBD a regional attraction. * encourage residential living within the city centre. * bringing back the commercial and retail. * making the foreshore the heart. * make the streets active and interesting.	The opportunities to leverage are listed under the links to the revitalisation plan.	Nothing identified.	No barriers identified.	**Regional capital** - transferred under 'Branding and Place Pride', and largely through the vision and objectives of the Revitalisation Plan. Achieving a regional capital mindset has driven a lot of the strategy development throughout. **Pedestrian links** - superceded by 'Accessible City Centre', where strategies have been developed to encourage the creation of pedestrian links, specifically those not identified in the new City Centre LPP, and would encourage connectivity between Marine Terrace and the foreshore. **Transport** - superceded by strategies under 'Lively and Active City Centre', whereby transport strategies are focused around people movement to support activity within the city centre. **Car parking** - superceded by strategies under 'Consolidated Car Parking' priority, where strategies have been identified to respond to the particular car parking issues within the city centre. **Residential** - superceded by the strategies under 'Lively and Active City Centre', where they encourage a shift in perception of the city centre as a place to live, amongst strategies for increasing residential. **Foreshore** - transferred and superceded under 'Foreshore Precinct' priority, where it is important to build upon the success of the recent foreshore works. **Active Streets** - superceded by 'Lively and Active City Centre' priority, where the strategies address numerous measures to introduce activity and vibrancy into the streets, as well as streetscape works.
Geraldton City Centre Local Planning Policy - Version 8 (draft)	Apr-16	City of Greater Geraldton	Not specified	City Centre (regional centre zone in LPS 1)	Planning and design	Draft	✔	✔	✔	✔	✔	✔			1. A significant residential base that supports a diverse and concentrated mix of uses, generating a lively, interesting social environment and a profitable business setting. 2. A quality environment that establishes a distinctive 'sense of place' by having a physical setting designed to encourage and accommodate pedestrian activity and is unique in its architecture, landscapes and culture. 3. A 'future proofed' city centre that is robust enough to withstand the changes that are likely to occur as a result of peak oil prices, climate change and public attitudes/behaviour regarging sustainability.	Guidance around built form, heights, setbacks, heritage Strategy - encourage residential living within the city centre Strategy - bring back the commercial and retail Land uses and precincts are identified for the city centre. Strategy - making the foreshore the heart Strategy - make the streets active and interesting	Pedestrian links are identified in the policy and can be reviewed and expanded as part of the Revitalisation Plan. Gateway sites are identified, and incentivising redevelopment of these sites could help present a positive entry into the city centre. Themes of Geraldton identified to be reflected in new development - best of both worlds, climate of opportunity, and growth capital.	Nothing identified.		**Pedestrian links** - superceded by 'Accessible City Centre', where strategies have been developed to encourage the creation of pedestrian links, specifically those not identified in the new City Centre LPP, and would encourage connectivity between Marine Terrace and the foreshore.
Geraldton City Centre Vibrancy Strategy	Aug-12	Place Match	Not specified	City centre	Place making	Not identified			✔	✔	✔		✔		This strategy is intended to provide strategic direction to commence delivery of key initiatives that further catalyse change within the city centre. This strategy is designed to: * define the city centres role, purpose and unique qualities and identity. * improve access and connectivity for vehicles, pedestrians and cyclists. * achieve increased density and population in the city centre. * improve comfort and amenity of the city centre. * attract investment to the city centre and encourage private sector redevelopment. * cement Geraldton as a leading regional destination in WA. * Position Geraldton as a hub for creative industries.	This document identifies a range of strategies and priority areas. The summary below just includes those areas that have an identified or potential link to the revitalisation plan. Strategy - Place management - establish governance structures. Strategy - Develop investment attraction strategy for the CBD. Strategy - support de-regulated trading hours through place management, programming and activation. Strategy - focus planning and development efforts around key destinations, focal points and attractions. Strategy - consolidate a regular programme of strategic events and community activities in the CBD. Strategy - develop a food and entertainment hub, with three year rate holiday for any new restaurant, cafe or bar within the food precinct. Strategy - develop high quality public realm and streets. Strategy - way finding and signage. Strategy - focus on digital technology in the city centre.	Listed below are a range of initiatives that have the potential to be leveraged. These could also be listed under the links to revitalisation plan section: * Establish a governance arrangement/ structure for the city centre. Appoint a place coordinator. * Investigate alternative revenue sources and funding models to support ongoing place management. * Develop branding for the city centre. Develop an integrated marketing and communications strategy and a range of other marketing related initiatives. * Develop and implement strategic investment attraction campaigns and economic development strategies that reflect the place proposition, brand. * Establish tourism retail precinct within the foreshore and Marine Terrace with supporting shop-front uses including visitor information and utilise empty retail spaces on Marine Terrace for pop up stores and installations. * Promote living opportunities and residential development in the city centre and success stories. * Support trading extension with promotion and programming to support retailers. * Map key destinations, focal points and attractions and define the city centre experience. * Relocate Geraldton Visitors Centre from Bill Sewell Complex to a more prominent position in the city centre (closer to Marine Terrace). * Under the heading of Land Use, Layout and Planning the document goes	Not as part of this strategy, but the Exec Summary refers to - Major community infrastructure projects including Batavia Coast Marina, the foreshore redevelopment, children's water playground and the new state of the art Geraldton Public Library are hallmarks of an exciting new era for the city. Against this backdrop, Geraldton is also attracting an emerging movement of innovative, world-class entrepreneurs who are establishing creative industries and new businesses in the city centre. Geraldton visitors centre has been relocated into the city centre.	No barriers identified.	**Place Identity** - transferred and superceded by the strategies under 'Branding and Place Pride', given the importance of establishing place identity for the city centre, and embracing this throughout. **Foreshore** - transferred and superceded under 'Foreshore Precinct' priority, where it is important to build upon the success of the recent foreshore works. **Residential** - superceded by the strategies under 'Lively and Active City Centre', where they encourage a shift in perception of the city centre as a place to live, amongst strategies for increasing residential.

Geraldton CBD Revitalisation Program	May-14	City of Greater Geraldton	Not specified	CBD	Revitalisation	Endorsed		✔	✔	✔	✔		✔	✔	The Geraldton CBD Revitalisation Program provides incentives to immediately drive desirable redevelopment and revialisation in the CBD. It includes components designed to address barriers raised by stakeholders at a workshop held by the City on 6 November 2013.	The document includes a range of different program components and subsequest strategies to address the objectives. A summary is provided below: 1. CBD Infrastructure Plan - the City will strongly advocate to the State Government a shift in infrastructure strategic planning and delivery away from single project specific headworks delivery, at single developer cost, and towards coordinated planning and development of integrated multi-site headworks projects that delivery common user infrastructure capacity enhancements, with scale economies that reduce CBD headworks costs for developers. 2. Development Applications Fees - where the estimated cost of development is not more than $50,000 the City may waive DA fess in the core area of the CBD. Where the estimated cost of development is more than $50,000 the City may reimburse DA fees once the development has commenced construction, as determined by the City, in the core area of the CBD. 3. Development Approvals - the City will lobby State government to delegate the full DA process back to the local government and remove the DA Panel Assessment process. 4. Rates Concessions - the City may provide a concession on rates in the core area of the CBD during the construction phase of a project, subject to a range of conditions. 5. City Vibrancy - the City will continue to dedicate a staff member to the delivery of city centre vibrancy initiatives. The City will utilise the funds generated from the current Differential Rate applied to unoccupied buildings in the city centre to implement the recommendations of the Geraldton City Centre Vibrancy Strategy with a priority on the "Place Making - Quick Wins" in the strategy. The City will seek the funded purchase of the former PTA land between Foreshore Drive and Marine Terrace. The City will then on-sell the property with the proceeds from that sale to be utilised to implement the recommendations of the Vibrancy Strategy. 6. Car Parking and Public Transport - the City will use the funds generated from cash-in-lieu for car parking and the funds generated from the current Specified Area Rate for Car Parking to implement the recommendations of the City Centre Transport Planning and Car Parking Strategy. The City will	As highlighted under Links to Revitalisation Plan.	City has continuted to lobby the State Government in regard to the DA Panel Assessment Process. The City has developed and implemented a rate concessions policy.	No barriers identified.	**Transport** - superceded by strategies under 'Lively and Active City Centre', whereby transport strategies are focused around people movement to support activity within the city centre. **Car parking** - superceded by strategies under 'Consolidated Car Parking' priority, where strategies have been identified to respond to the particular car parking issues within the city centre. **Active Streets** - superceded by 'Lively and Active City Centre' priority, where the strategies address numerous measures to introduce activity and vibrancy into the streets, as well as streetscape works.
Greater Geraldton Economic Development Strategy 2013-2023	23-Jul-13	City of Greater Geraldton	2013-2023	Greater Geraldton	Economic Development	Endorsed (23 July 2013)							✔	✔	To transform Geraldton from an agriculture-based economy to a research and knowledge-based economy.	The information included under the other sections has an indirect link due to the fact the city centre is a key focus of economic growth.	The EDS contains a range of strategic initiatives that each contain a number of linked actions, the 6 priority areas include: 1. Enabling innovation leadership, governance and support 2. Empowering smart city and embracing digital economy 3. Capital investment attraction and growth of international exports 4. Economic diversification with new and emerging industries 5. A creative and vibrant regional City. 6. Sustainable development and social cohesion Growth industries/ opportunities identified in the Strategy include - Agriculture, Arts, Aviation, Deep Sea Port & Industrial Estate, Education, ICT,	Not identified	Challenges to addressing objectives include: * Distance and scale * Skill base * Knowledge and innovation system * Infrastructure (aging) * Connectivity * International positioning	**Regional capital** - transferred under 'Branding and Place Pride', and largely through the vision and objectives of the Revitalisation Plan. Achieving a regional capital mindset has driven a lot of the strategy development throughout.
Geraldton Regional Centre Strategy	Aug-05	Cardno BSD Pty Ltd for WA Planning Commission	30 years (2005 to 2035)	Geraldton Regional Centre	Planning	Final Report	✔		✔						Develop a strategic plan that defines an agreed long-term (30 year) vision to secure the viability and attraction of the Geraldton regional centre as the primary commercial, community and tourist focus for the Mid-West Region. This is to be achieved by: 1. Providing for a range of land uses, including commercial, tourist, community, residential, recreational, cultural, active and passive open space, shopping centres and the Batavia Marina. 2. Providing a sustainable, attractive, stimulating and safe environment that protects environmental features and both values and enhances local character and built heritage. 3. Optimising the unique cultural, recreational, community and business opportunities that the removal of the railway line represents to redevelop the foreshore and refocus the CBD toward Champion Bay. 4. Ensuring that major transport routes and related infrastructure integrate appropriately with adjacent land uses and activities and Greater Geraldton as a whole. 5. Identifying an integrated transport network including roads, public transport, cycleways and pedestrian facilities; 6. Providing a safe and efficient CBD road network for all road uses that complements land access needs. 7. Reinforcing the function of the Regional Centre by ensuring the CBD is easily accessible from residential neighbourhoods and linked by safe and efficient routes for all modes of transport including public transport, walking and cycling. 8. Providing for strategically located car parking to support land use/development and complement the major road network. 9. Providing a framework to guide and coordinate future land use, transport and cultural development and investment by State and Local Government and the private and public sector. 10. Providing a suggested staging program for state and local government to facilitate implementation of the strategy.	Key features taken from the Strategy that relate to the revitalisation plan include: 1. A major new regional centre retail development in the Geraldton CBD. 2. A new major entry boulevard into the CBD being a green spine from the base of the ridge on Sanford Street through to the rear of the courthouse – incorporating Birdwood House and the adjacent park thereby creating a grand vista from the HMAS Memorial. 3. a fast food/restaurant/entertainment and youth precinct on the corner of Chapman Road and Durlacher Street to provide a central focus for youth and entertainment facilities in the CBD. 4. Bulky goods retailing and marine support businesses adjoining the Batavia Coast Marina area to the west of Chapman Road. (Note: prior to advertising the draft report, the City of Geraldton expressed concern at the built form impact such development could have including on the opportunity to obtain views from Chapman Road and Northgate Shopping Centre. This is therefore a matter that should be further investigated in conjunction with LandCorp during the review of the Marina Structure Plan). 5. Upgraded CBD shopping centre facilities such as an expanded Stirling Centre and upgraded/redeveloped Geraldton Shopping Centre 6. Additional central city car parking facilities including a two-level carpark to replace Council at-grade carpark at the corner of Durlacher/Sanford Streets; a new car park adjoining the primary school in Sanford Street, and integrated at-grade carparking in the midblock of the Lester Avenue/Fitzgerald Street/Marine Terrace/Cathedral Avenue superblock. 7. A range of inner city housing developments including aged persons housing on Sanford Street between Cathedral Avenue and Fitzgerald Streets and medium density housing/ short term tourist accommodation on the corner of Sanford/ Fitzgerald Streets. 8. New CBD office development including on the eastern side of Lester Avenue between Cathedral Avenue and Fitzgerald Street and on the corner of Lester Avenue and Fitzgerald Street. 9. Encouragement of mixed use development along Foreshore Drive, on the western side of Lester	There are a range of issues facing the CBD and broader region that need to be addressed through this plan, including: * the need to improve the relationship between the CBD and the foreshore. * existing traffic congestion and limited parking availability in certain locations. * the need to strengthen links to the marina, including the WA Government Railways land. * the proximity of the port. * the need to improve the vitality of an safety within the CBD, including encouraging additional residential development. * the need to maximise and build upon the development opportunities created by the foreshore project.	Fast food youth precinct has been established on the corner of Chapman Road and Durlacher Street.	No barriers identified.	**Access** - superceded by the strategies under 'Priorities for Pedestrians and People' and 'Accessible City Centre' priorities, whereby they prioritise pedestrian movement, and suggest strategies for trialling changes to the road network to resolve traffic issues. **Car parking** - superceded by strategies under 'Consolidated Car Parking' priority, where strategies have been identified to respond to the particular car parking issues within the city centre. **Active Streets** - superceded by 'Lively and Active City Centre' priority, where the strategies address numerous measures to introduce activity and vibrancy into the streets, as well as streetscape works. **Residential** - superceded by the strategies under 'Lively and Active City Centre', where they encourage a shift in perception of the city centre as a place to live, amongst strategies for increasing residential. **Foreshore** - transferred and superceded under 'Foreshore Precinct' priority, where it is important to build upon the success of the recent foreshore works.
Regional Centres Development Plan Framework	Aug-15	Regional Development Council	2050	Regional Centres across WA	Strategic Planning	Final Report	✔								Objectives for the strategic regional centres include: 1. Strengthen the capabilities of WA's strategic regional centres to drive long run investment, business and employment growth. 2. Accommodate regional population growth that is generated by WA's lon grun economic growth 3. Support the efficient and effective delivery of the WA Government's regional development effort and investment.	No links identified.	This document explains the Regional Centres Development Plan framework and the strategic documents it is intended to link into and the strategies that are being developed that sit below it, e.g. Regional Blueprints, Planning and Infrastructure Frameworks, etc.	Not identified	No barriers identified.	Although no specific actions have been identified, the Revitalisation Plan itself helps Geraldton to achieve the qualities and goals of a Strategic Regional Centre.
Mid West Regional Blueprint	Aug-15	Mid West Development Commission	2050	Mid West Region	Strategic Planning	Final Report	✔								The Mid West has 3 distinct regions - Batavia Coast (which includes Geraldton), North Midlands and Murchison. Mid West vision - the region is a national gateway to the globe through its diverse and entrepreneurial business and export economy. High value industries generate prosperity and the most desirable, adaptive and connected communities in Australia. The blueprint focuses on 5 pillars: 1. Physical infrastructure 2. Digital and communications 3. Economic Development 4. Highly desirable communities 5. Knowledge and learning	The Blueprint contains a range of goals and high level strategies that connect back to each of the 5 pillars. None of them have a direct link to the Revitalisation Plan, but many of the high level strategies have the potential to have broader implications for Geraldton. **Physical Infrastructure Regional Strategies** Optimise and where possible, expand the Geraldton Port Implement effective public transport solutions throughout the region Ensure sufficient water supply for socioeconomic growth in all communities Develop prioritiy strategic energy infrastructure **Digital and Communications Regional Strategies** Establish partnerships to leverage funding opportunities **Economic Development Regional Strategies** Develop a world renowned tourism region with iconic artractions and destinations Develop accessible tourism destinations and events with unique/quality experiences Encourage investment by reducing red tape and creating investment ready sites Develop residential land with innovative land development models Build a dynamic, competitive, and innovative business sector Forster innovative business and entrepreneurship Develop a Mid West brand that is globally recognised **Highly Desirable Communities Regional Strategies** Enhance the capacity of local communities to manage change Build strong leadership and collaboration Support local governments to deliver community infrastructure and services Develop vibrant communities that celebrate their unique culture, arts and heritage Celebrate Aboriginal culture and heritage throughout the region Build highly attractive communities for young people Ensure student accommodation for all people choosing local education	Not identified.	Not identified	No barriers identified.	**Residential** - transferred by the strategies under 'Lively and Active City Centre', where they encourage a shift in perception of the city centre as a place to live, amongst strategies for increasing residential. **Tourism** - transferred by strategies within the 'Embracing Tourism Opportunities' priority. **Infrastructure** - transferred by strategies within the 'Collaboration of Key Entities' priority, particualry where recommendations have been made for ongoing liaison between relevant parties to resolve these ongoing infrastructure issues. **Integrated Transport** - transferred by strategies within the 'Connected City Centre' priority, given the emphasis on diversifying transport options through different solutions. **Place Identity** - transferred by the strategies under 'Branding and Place Pride', given the importance of establishing place identity for the city centre, and embracing this throughout. **Funding opportunities** - transferred through 'Collaboration of Key entities' priority, particularly the strategy around exploring alternative funding sources. **Streamlined process** - transferred through the streamlined process for applications in the city centre, strategies around simplfying process for temporary uses, and collaborative process timelines. **Leadership** - tranferred generally through the Revitalisation Plan, the implementation structure, and all strategies.