



City of  
**Greater Geraldton**  
a vibrant future



## **Strategic & Policy Matters**

# **ATTACHMENTS**

## **ORGANISATIONAL PERFORMANCE**

OP0043 Geraldton City Centre Vibrancy Policy & Strategy

**28 May 2013**

# Attachment 1

# Geraldton City Centre Vibrancy Strategy

August 2012





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# Executive Summary

The transformation of Geraldton's city centre over the last ten years is quite remarkable.

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.

These achievements should be celebrated and embraced by the community and key stakeholders as a catalyst for further change.

## A strong foundation for city vibrancy

The City of Greater Geraldton's (CGG) vision is to 'transform Geraldton into a world class, regional city of over 100,000 residents over the next two decades whilst creating a liveable community and vibrant region.'

As a major regional capital, Geraldton is effectively competing with other expanding regional cities across Western Australia such as Broome, Port Hedland, Karratha and Bunbury. However, with strong growth forecast for Geraldton over the next few decades, backed by sound economic drivers and a state government focus on the sustainable growth of regional towns and cities, this aspirational vision is within reach.

Over 40,000 people now call Greater Geraldton home. City residents enjoy good community infrastructure and quality education facilities including numerous public and private schools and tertiary facilities, Batavia Coast Maritime Institute, the Geraldton Universities Centre, combined University Centre for Rural Health and Durack Institute of Technology.

Whilst the foundations for city centre vibrancy are strong, infrastructure and key assets are disparate and disconnected and some are not performing to their potential. With 83 percent of the population living in the township, Geraldton's city centre plays a key role in providing retail, commercial, employment, civic, recreational, cultural and residential uses to residents, workers and visitors. To achieve vibrancy in the city centre, CGG and key stakeholders need to continue to build on its strong foundations to align existing resources to deliver a series of short, medium and longer term initiatives which cement the city as a destination of choice that delivers measurable benefits into the future.

## The time is now

The proposed development of the Oakajee Port, increasing iron ore exports and the growing Australia's Coral Coast tourism industry sets a compelling context for Geraldton to become one of Australia's most significant regional cities and its long term success will largely be based on how well the place can deliver the key qualities that take it from being a place that people pass through temporarily, to one they don't want to leave. These fundamentals include:

- Commitment to and ownership of bringing the vision to life through physical delivery
- Development of a vibrant city core offering diverse attractions and things to do
- Creating a place that is safe, welcoming, authentic and attractive
- Encouraging investment to facilitate diverse living and working opportunities

## About the City Vibrancy Strategy

In recent years, CGG has invested substantial time and resources in commissioning consultant studies that examine the key issues that influence city vibrancy, such as tourism development, strategic and community planning, deregulation of shopping hours and various urban design and planning reports. Relevant findings of these studies have been distilled into this City Vibrancy Strategy, and it is important to note the commonality of key issues and number of consistent themes that arise across the board.

This City Vibrancy Strategy focuses solely on increasing vibrancy of Geraldton's city centre, in response to CGG's brief. It builds on the city centres' strong fundamentals:

- Excellent community infrastructure and facilities including Batavia Coast Marina, the foreshore, WA Museum, Geraldton Regional Art Gallery, Yamaji Arts Centre and Queens Park Theatre
- Two good anchor shopping centres and main street retail by the sea
- An increasingly diverse and unique blend of cafes, restaurants and eateries
- Beautiful heritage buildings

The Strategy is intended to provide a strategic focus for the work previously completed and a framework for CGG and other relevant organisations to commence the physical delivery of key initiatives that build on and further catalyse change within the city centre. At this point, delivery is key as there is little further benefit to be gained from additional reports and studies.

In developing this Strategy, Place Match has met with representatives from CGG, completed a literature review of relevant studies and strategies, conducted site tours of the study area and met with key stakeholders and community influencers to gain further insight into opportunities and barriers for implementation of vibrancy initiatives.

Place Match recommends a place-led approach to the delivery of Geraldton's City Vibrancy Strategy. This will focus on harnessing local strengths and partnerships, and aligning resources to:

- Define city centre's 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 Western Australia
- Position Geraldton as a hub for creative industries

Place Match has outlined six key areas of focus for CGG and its key stakeholders to achieve vibrancy in the city centre:

1. Place management
2. Marketing and investment attraction
3. People and destinations
4. Land use, layout and planning
5. Programming and public realm
6. Quick wins

Delivery of the strategies and actions in this document set the roadmap to reposition Geraldton's city centre as a place that looks and feels good, is attractive and proactively managed, and one that offers a broad range of activities and uses that cater to all kinds of people.

# How is the city centre performing now?

## Strengths

- Great infrastructure and community facilities
- Marina, foreshore, WA Museum, Art Gallery, Library, QPT, port
- Strong commercial anchors
- Shopping centres, good pubs, cafes and restaurants
- World class events are coming to town (Clippers)

- Exciting development opportunities
- Council /Crown owned land in key locations to influence outcomes
- Gateway to the Midwest – Oakajee

- Great community art projects and events are emerging

- Beautiful heritage buildings
- A good range of quality retail

- The creative industries have arrived
- Young, innovative and progressive businesses are opening
- Population attraction - your youth are returning to set up home and start families





# How is the city centre performing now?

## Weaknesses



- Marina is pristine, but no one uses it
- 9-5 economy
- Residential being used as commercial
- Museum not activating the marina
- Boardwalks not well utilised
- Physically disconnected from other community and cultural anchors

- Marine Terrace very long and lacks focus
- Derelict buildings = closed for business
- Lack of colour - limited street appeal
- Cluttered banners and flags
- Lack of alfresco, footpaths are wide, but not being leveraged

- Foreshore Drive is disconnected from Marine Terrace
- Under utilised pedestrian links
- Pedestrian / bike paths not well utilised
- Lost opportunities – alfresco
- Back of house facing foreshore
- Poor sense of arrival (foreshore)
- Vast open spaces with limited shade, shelter, facilities

- Poor sense of arrival (Cathedral Ave)
- Unfriendly pedestrian connections
- Under utilised laneways and pedestrian connections
- Lack of amenity
- Derelict buildings

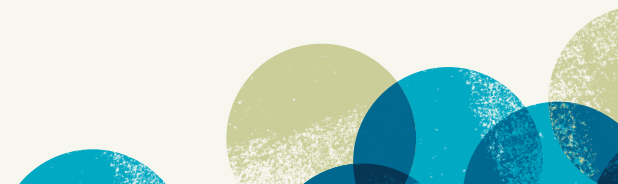


# Strategy Summary

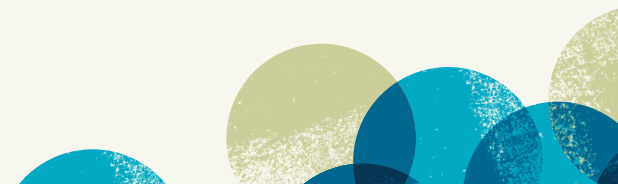
	Vibrancy Goals	Strategies	Outcomes
Place Management	Cooperative and collaborative place management	<ol style="list-style-type: none"> <li>1. Strong partnerships and participation (collaborate and cooperate)</li> <li>2. Establish governance structures with adequate resourcing and clear accountabilities</li> </ol>	<ul style="list-style-type: none"> <li>• A positive and focused 'dialogue' on city vibrancy is established with community, key stakeholders, residents and visitors</li> <li>• An agreed commitment to collaborate and cooperate amongst all stakeholders, to jointly promote city centre vibrancy</li> <li>• Improved sense of local pride in the city centre by local residents, businesses and workers</li> </ul>
Marketing and Investment Attraction	Create and market a strong city brand	<ol style="list-style-type: none"> <li>1. Reposition Geraldton</li> <li>2. Investment attraction strategy for the CBD</li> <li>3. Support de-regulated trading hours through place management, programming and activation</li> </ol>	<ul style="list-style-type: none"> <li>• Geraldton's strategic position in the mid-west is leveraged for investment and its position in Australia's coral coast as a destination of choice in Western Australia</li> <li>• People know what the city centre represents and what they can expect to see and do there</li> <li>• A strategic and consistent image of the city centre is promoted across all communications platforms</li> <li>• CGG's corporate, tourism and community brand is aligned and supports the city centre's proposition</li> </ul>
People and Destinations	Key destinations designed for people	<ol style="list-style-type: none"> <li>1. Focus planning and development efforts around key destinations, focal points and attractions</li> <li>2. Tailor uses and activities to key target audiences within the CBD</li> </ol>	<ul style="list-style-type: none"> <li>• The city centre becomes the 'heart' of Geraldton through a series of interconnected destinations and attractions that respond to end user needs</li> <li>• People choose to visit more often and stay longer</li> </ul>

# Strategy Summary

	Vibrancy Goals	Strategies	Outcomes
Land Use, Layout and Planning	Attract the right uses in the right locations	<ol style="list-style-type: none"> <li>1. Optimise strategic sites</li> <li>2. Leverage the planning framework</li> <li>3. Establish movement corridors</li> </ol>	<ul style="list-style-type: none"> <li>• People know what different zones within the city centre represent and what they can expect to see and do there</li> <li>• Localised demand for retail and other businesses, will improve economic performance</li> <li>• Parking and public transport is integrated as part of a broader, strategic approach to achieving city vibrancy</li> <li>• The city centre will be easier to navigate for pedestrians and cyclists</li> <li>• City centre parking issues are resolved through improved management and the provision of appropriate parking facilities</li> <li>• In time, increased density within the city centre will support public transport facilities – relieving pressure on parking and traffic congestion</li> <li>• Increased density and the provision of affordable housing will improve diversity within the city centre</li> </ul>
Activation – Programming and Public Realm	Entice people to come and then not want to leave	<ol style="list-style-type: none"> <li>1. Facilitate place activation initiatives through capacity building and infrastructure</li> <li>2. Consolidate a regular programme of strategic events and community activities in the CBD</li> <li>3. Develop a Food &amp; Entertainment Hub, with three year 'Rate Holiday' for any new Restaurant, Cafe or Bar within the food precinct</li> <li>4. Deliver high quality public realm and streets</li> <li>5. Way finding and signage</li> </ol>	<ul style="list-style-type: none"> <li>• The city centre is a comfortable, safe, welcoming and accessible space for residents, workers and visitors</li> <li>• Improved activation, safety and community ownership of the city centre through passive surveillance</li> <li>• An enhanced sense of arrival for the city centre through strategically placed and designed entry statements</li> <li>• Geraldton's creative capital will be harnessed, strategically positioned and promoted</li> <li>• People will enjoy a fun, fresh and interesting space enhanced through a variety of activities and events</li> <li>• Under-utilised and derelict buildings will become the talking point of Geraldton through new and innovative uses to bring them back to life</li> <li>• The city centre becomes synonymous for world-class, unique and authentic events</li> </ul>



	Vibrancy Goals	Strategies	Outcomes
Digital Technology	<p>Retailers, tourism and hospitality SMEs in the City of Greater Geraldton will grow their local and global customer base and sales, by providing a vibrant, flexible and multi-channel shopping experience.</p> <p>The City and key stakeholders will work together to build the infrastructure, skills and product offerings to achieve this vision</p>	<ol style="list-style-type: none"> <li>1. The City and its retail sector will work together to build understanding, capacity and capability</li> <li>2. The City and its retail Sector will work together to build infrastructure that enhances opportunities for retailers</li> <li>3. The City and its retail sector will develop multichannel assets to improve the shopping experience</li> <li>4. The City and the retail sector will work together to get ahead of the curve for the future</li> </ol>	<p>Please refer to the Digital Technology Strategy</p>



# Place Management

## Vibrancy Goal: Cooperative and collaborative place management

There has been significant work undertaken over the last few years to discuss what the future holds for the city centre, and wider Geraldton. This has been supported through development of important physical infrastructure, such as the foreshore and Batavia Coast Marina. It is now time to build on physical infrastructure through a dedicated focus on collaborative place management by key stakeholders and influencers. Building on CGG's desire to partner with public and private sector stakeholders in revitalising the city centre, this section focuses specifically on mechanisms to secure broad stakeholder support, unlock and resolve any potential conflicting objectives, agree on resource prioritisation and future governance arrangements to enable 'quick wins'.

### Key strategies

#### 1: Strong partnerships and participation (collaborate and cooperate)

Local knowledge and partnerships typically deliver the most authentic and innovative activation outcomes. Be smart about connecting and leveraging existing local resources to achieve activation. Encourage joint promotion, collaboration and cluster activities with Geraldton's cultural institutions where possible. Implementing vibrancy strategies in collaboration with key stakeholders will also ensure initiatives are sustained in perpetuity.

#### 2: Establish governance structures with adequate resourcing and clear accountabilities

Successful places result when 80 percent of the effort is spent on activation, management and promotion. Aligning priorities and resources, such as marketing and promotions budgets, will help to achieve city vibrancy as efficiently as possible. Articulating roles, authority, accountabilities and resources up front will achieve measurable outcomes.

The Greater Geraldton Economic Alliance Governance Group has been established to provide a community visioning role for the 2029 and Beyond Project. To support this, Place Match recommends a tiered governance structure that focuses specifically on the city centre to complement the role of this group, and underpin the delivery of the vibrancy strategies recommended in this report. (Refer to page 7)

CGG also currently has a range of strategies and documents that are being implemented by various staff, typically in a 'siloed' approach within individual business units.

Disciplines such as culture and the arts, event management, media and communications, investment attraction, parking management, economic development, asset management, landscaping and planning all need to work together with a focus on common goals.

To coordinate this within CGG, Place Match highly recommends it also establishes dedicated resources, such as a city centre Place Manager or Management Team to assist in the coordination, communication, collaboration, management of internal and external relationships to deliver effective outcomes.<sup>i</sup>

Dedicated revenue sources or community grants to fund place management initiatives into perpetuity are also important, to ensure that activation and maintenance strategies can be delivered to a consistently high standard. It is recommended that alternative funding models are investigated to support the on-going revitalisation of the city centre. These revenue sources may include marketing levies, car park revenue, leasing revenues, jetty / mooring fees and events / sponsorship revenue.

## Key Outcomes

- A positive and focused 'dialogue' on city vibrancy is established with community, key stakeholders, residents and visitors
- An agreed commitment to collaborate and cooperate amongst all stakeholders, to jointly promote city centre vibrancy
- Improved sense of local pride in the city centre by local residents, businesses and workers

## Possible City Centre Governance Framework

### Greater Geraldton Economic Alliance Governance Group

#### 'Vision' Keepers

- Respective strategies and plans.

#### Composition

Elected members of CGG, MWDC, MWCCI, RDA, GPA and three Community Members

### City Centre Leadership Team

#### Strategic Direction

- City centre 'vision keepers'
- Advocacy
- Relationship Management
- Evaluation and Assessment
- Financial Approval

#### Leader

Manager Economic Development & Innovation

### City Centre Operations Working Group

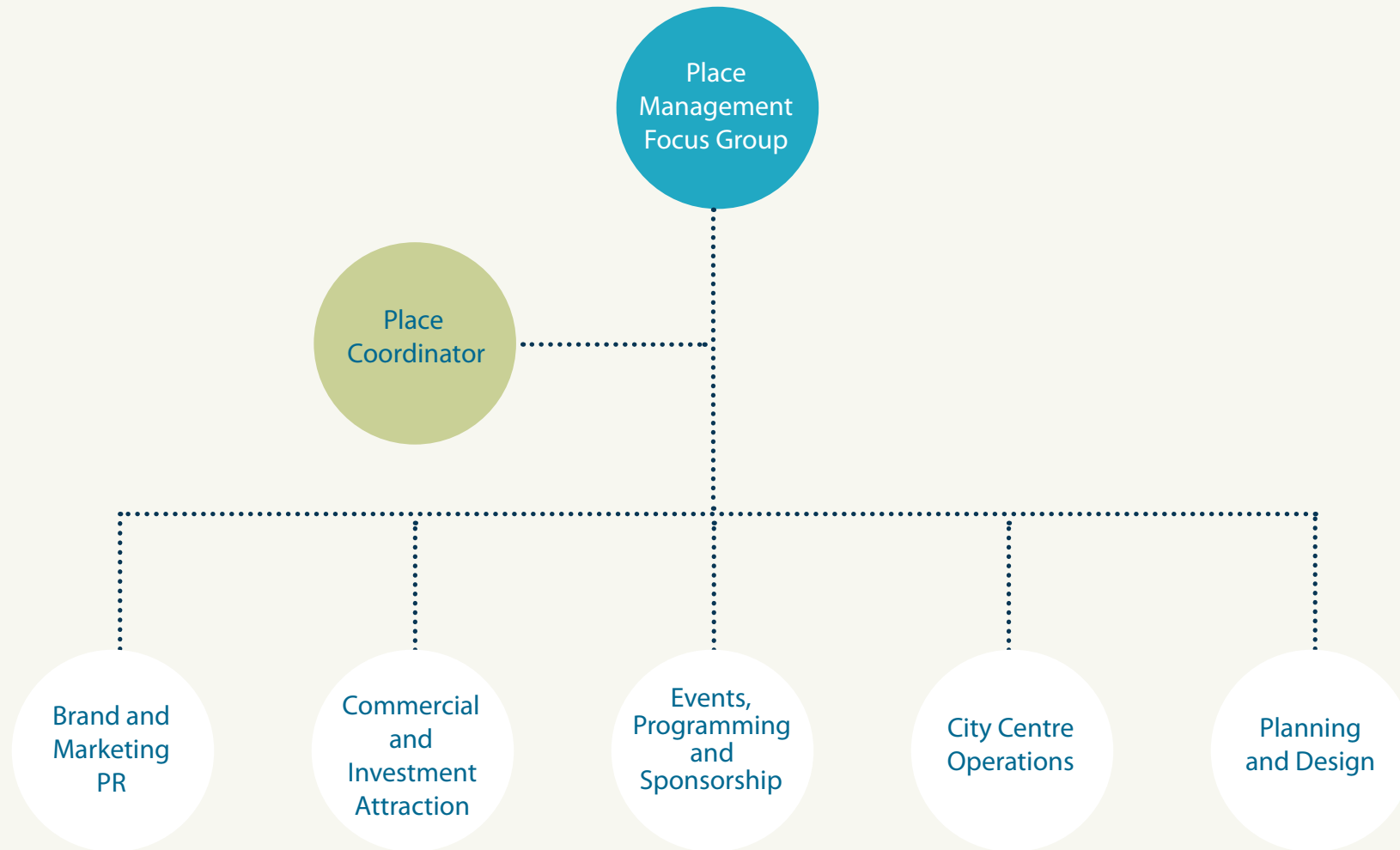
#### Operations and Management

- Brand, Marketing and PR
- Landscaping and Maintenance
- Asset Management / Cleaning
- Construction Management
- Statutory /Strategic Planning
- Security
- Community / Economic Development
- Events, Programming and Sponsorship
- Commercial (Leasing, Sales, Revenue)

#### Composition

Chair – CGG Place Coordinator  
CGG Directors / Managers  
MWCCI Managers / Officers  
Exec Support - CGG  
By invitation as required:  
Developers and Tenants  
Cultural Institutions  
Community Groups

# Possible City of Greater Geraldton Place Management Focus Group



## Strategy 1:

● MWCCI/Developers/Local Business ■ CGG ❖ All ▲ Cultural Organisations /Community Groups

### Strong partnerships and participation (collaborate and cooperate)

#### Actions

Priority

High

- ❖ Implement a stewardship place management approach for the city centre
  - Use catalyst projects to establish relationships and ownership (i.e. encourage the community to be involved in community art and landscaping projects)
- Develop and implement relationship management strategies for all key stakeholders
  - Commercial organisations
  - Government organisations
  - Not for Profit Organisations (Culture and the Arts, Community etc.)
  - Respect the importance of establishing common ground to achieve mutually beneficial outcomes.
- ❖ Acknowledge and reward participation and contributions to the city centre
- ● Generate goodwill with CGG Council, city centre retailers and the MWCCI
  - Diffuse issues such as parking and trading hours
  - Agree on catalyst projects to generate good will

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## Strategy 2:

### Establish governance structures with adequate resourcing and clear accountabilities

#### Actions

High

- ❖ Establish a unified front and convene a governance arrangement that is focused on operational outcomes for the city centre
- Appoint a Place Coordinator and/or a multidisciplinary Place Management Focus Group at the CGG, responsible for coordinating delivery of strategy initiatives
- Investigate alternative revenue sources and funding models to support on-going place management strategies, and nurture revitalisation of the city centre
  - Car park revenue
  - Marketing levy for commercial / retail operators (Pro-Subi model)
  - Leasing revenue (cafes, recreation zones, community meeting spaces)
  - Jetties / Mooring fees (in consultation with Department of Transport)
  - Commercial sponsorship (events)
  - Events revenue
- ● Make all CGG staff that work in the City Centre accountable for Place Activation (measured through KPI's)



# Marketing and Investment Attraction

## Vibrancy Goal: Create and market a strong city brand

Geraldton's city centre once slipped under the radar but is now quickly coming of age. The City is now home to a burgeoning creative community, high quality community and economic infrastructure and assets, engaging events and world class visitor attractions with people of all ages from around Australia and beyond now calling it home. Geraldton's lifestyle offering is proving to hold wide appeal for current and future residents, workers, investors and tourists.

The evolution of Geraldton's role and identity from being a big town on the coast to a regional city that is significant in its own right on a national and the global scale is already underway but is informal and unstructured. For Geraldton to truly realise its potential as a residential community of choice and the investment hub of the mid west, a strategic, consistent and committed approach is required to position the city centre and communicate the message that the place has changed, and continues to evolve.

At present, Geraldton lacks a competitive place proposition and strategic marketing approach for key audiences (residents, visitors, investors etc). Information about the city centre is disparate, media engagement is ad hoc and not centrally managed, branding is confused through the use of myriad logos and the current place brand is primarily tourism focused and campaign driven (i.e. 'Take a fresh look') while supporting vision statements are broad and relate to Geraldton as a whole.

### Key strategies

#### 1: Reposition Geraldton

The definition of a strong brand for the city centre, that is underpinned by an integrated marketing and communications approach, will immediately help to give meaning to what Geraldton is as a place, how it is changing, and will streamline and leverage existing efforts already underway in promotions, investment attraction, stakeholder management and community and economic development initiatives.

Establishing a strong brand takes time and is more than just a logo and a tag line - it's an integrated approach to marketing, communications, public place programming and investment attraction and its success relies on the 'on the ground' experience living up to the promise.

The presence of a strong brand will influence Geraldton's overall success as a destination for residents, visitors and investors. Establishing a brand that resonates with these audiences is essential to win their buy-in. Some of these ideas have been explored through previous work, in strategies such as 'Geraldton, from a local to a global regional City'.<sup>ii</sup>

To give further focus to strategic direction for city vibrancy it is important to drill down and understand the city centre's role, purpose and unique qualities from a user and activities perspective.

Place Match has developed a competitive place proposition (P12) for the city centre, that will guide the development of the brand and position key messages for particular target audiences. This should be used to guide the positioning of Geraldton amongst key market segments:

- Visitors/tourists: Australia's coral coast
- Business/investors: WA's strategic mid west

Geraldton is already a city full of creative people, fantastic assets, engaging events and world-class attractions. However, the absence of a coordinated and strategic approach to its marketing and promotion is diluting its potential.

A quick win for CGG is to harness what is already happening in the city centre and simply present this in a more compelling and engaging way tailored to residents, workers, visitors and future investors. This encompasses all aspects of marketing including print communications, advertising, online, signage, brochures and collateral. A key focus for the first 12 months should be on media management – facilitated by an external communications professional – to achieve quick wins through more positive and consistent media coverage.

#### 2: Investment attraction strategy

In order to achieve vibrancy objectives, there needs to be a clear and uncompromising position communicated that the city centre is CGG's primary focus for new medium density residential, retail and commercial investment.

The existing 'business as usual' approach to project development and delivery will need to evolve to one that welcomes and encourage investment and proactively promotes opportunities within the city centre. Those investors who are taking the lead on quality city centre development opportunities should be encouraged, as their early commitment will underpin the confidence of others and enable further investment to flow.

# Marketing and Investment Attraction

## Vibrancy Goal: Create and market a strong City Brand

3: Continue to support de-regulated trading hours through place management, programming and activation

De-regulated trading hours is clearly a contentious issue for Geraldton and as highlighted in the Pracsys report, will be difficult to resolve with the benefits and advantages varying between retail categories. <sup>iii</sup>

In the context of the city centre, deregulation alone will not be enough to trigger revitalisation or vibrancy, but is one part of a more complex picture that relates to a clear vision and agenda centred on building the city centre experience, attracting consumers and subsequently creating demand.

Deregulation is important in the context of the broader city, as it could entice the larger discount department stores (DDS) to the suburbs, and potentially attract new residents and support population growth. The implication of deregulation of trading hours is therefore not directly relevant to city centre vibrancy and beyond the scope of this strategy.

Most retailers in the CBD can open under current regulations and will open when it is viable to do so. The Council could support businesses by formally announcing the city is open for extended trading hours on a case by case basis, such as special events. The MWCCI could also promote extended trading hours by encouraging local retailers to better communicate and agree to collaborate for extended trade, on special occasions.

The strong movement of independent retailers along Marine Terrace and particularly the west end of town is already doing their part to provide retail, food and beverage and service offerings on Sundays and out of regular hours and this should be encouraged. As indicated by Pracsys, a special shopping / entertainment precinct could be considered, which features deregulated hours as a part of its profile. <sup>iv</sup>

A model like this will be successful from the beginning if it is supported by a proactive approach to place management – along the lines of a shopping centre management approach – with a commitment to an ongoing programme of retail-centric activities and support around marketing, special events, asset management and retail activation.

The CGG could also implement regular phased reviews to monitor demand of support for deregulated trading hours.

## Key Outcomes

- Geraldton's strategic position in the mid-west is leveraged for investment and its position in Australia's coral coast as a destination of choice in Western Australia
- People know what the city centre represents and what they can expect to see and do there
- A strategic and consistent image of the city centre is promoted across all communications platforms
- CGG's corporate, tourism and community brand is aligned and supports the city centre's proposition

# Proposed City Centre Place Proposition

## Our Community:

Proud of the 'Gero' lifestyle and its community and excited to live in a growing city that has everything we need.

## Workers:

Easy to get to, with a great atmosphere and good services, facilities and shops. It's a pleasure coming to work.

Main street shopping and old fashioned service converge with recreation, culture, lifestyle and city living by the marina, port and sea to signal Geraldton's coming of age.

## Future residents:

An opportunity to secure a sea change with a difference – quality regional city living, positive career prospects and fulfilling lifestyle benefits.

## Tourists:

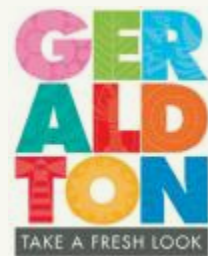
A rewarding regional and very 'local' experience. A pleasant surprise that makes us want to stay longer and return sooner.

## Visitors (local):

There is always the excitement of something interesting happening.

## Current branding approach

- Current branding approach
- Lack of brand hierarchy
- Fragmented and disparate
- Corporate brand and Geraldton 'place' brand used interchangeably
- Different brands for different audiences



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## Recommended brand consolidation

- Utilise the Geraldton place brand across all key audience groups, supported by a brand strategy
- Reserve CGG logo for endorsement only
- Give authenticity to Geraldton's brand offer and reflect all of its unique attributes, not just tourism.



Place brand

Visitors

Investors and new business

Residents and community



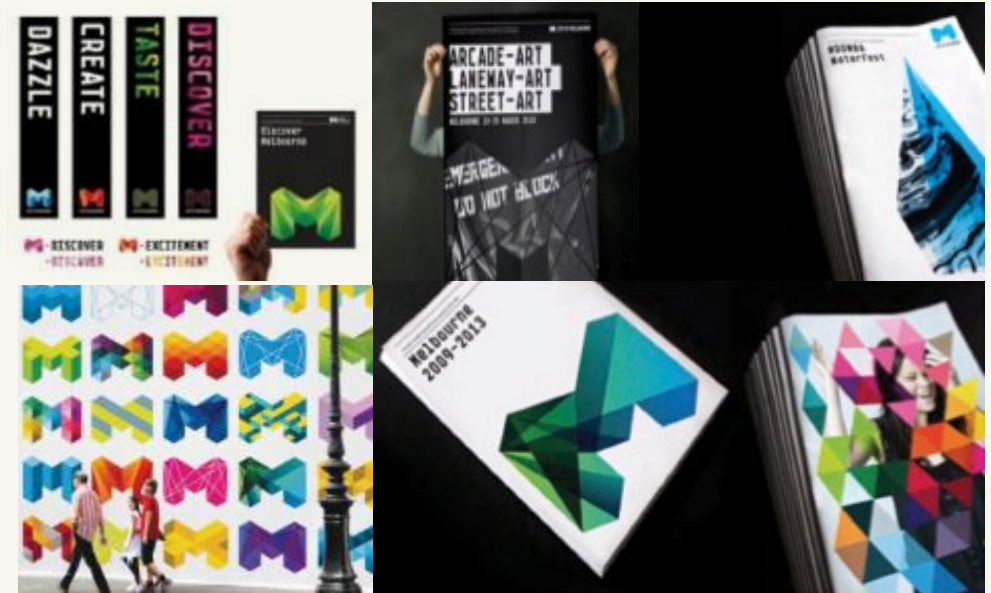
Corporate endorser brand

# Place Branding Examples

## Town of Bendigo



## City of Melbourne



## Perth Cultural Centre



- Communications / PR
- Programming
- Cultural events
- Retail promotion
- Event management
- Community development
- Leasing
- Development opportunities

# Strategy 1:

● MWCCI/Developers/Local Business ■ CGG ❖ All ▲ Cultural Organisations /Community Groups

## Reposition Geraldton through a strong place brand

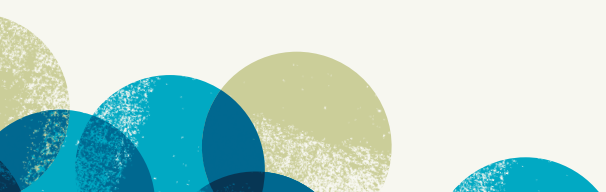
Actions	Priority
<p>City Branding</p> <ul style="list-style-type: none"> <li>■ Align CGG's corporate, tourism and community brand and consolidate to become Geraldton's place brand, which can be applied across all key segments (residents, investors, workers, visitors)</li> <li>■ Differentiate the city centre from its competitors (investment, tourism, residential, lifestyle and recreation)</li> <li>■ Review / create a versatile graphic identity, which supports the brand strategy</li> <li>■ Develop a brand manual to assist stakeholders in the application of the brand</li> <li>❖ Apply consistent brand identity to all consumer touch points, such as signage, print communications, Geraldton Visitors Centre, media releases, online and social media, banners and flags and investment collateral</li> </ul> <p>Marketing, Communications and Promotions</p> <ul style="list-style-type: none"> <li>■ Develop an integrated marketing and communications strategy to support the revised brand and reflect desired positioning:                             <ul style="list-style-type: none"> <li>• Appoint an external communications professional to achieve positive and consistent media coverage (leverage and control)</li> <li>• Develop a 12 month media action plan targeting key local, state and national media, including tailored key messages for specific audiences, collaborative opportunities, third party advocates, policy and spokespeople etc</li> <li>• Consolidate and combine promotion of the city through a consolidated website that promotes the city centre across all sectors (tourism, investment, events etc) with stakeholders to provide regular updates via e-newsletter blasts</li> </ul> </li> <li>❖ Establish a central customer and communications database and utilise this for all events, attractions and updates</li> <li>❖ Facilitate a positive and focused 'dialogue' on city vibrancy by the community, key stakeholders, residents and visitors</li> <li>❖ Establish a joint marketing and promotions committee, aligned with the proposed governance and place management structure</li> <li>❖ Create a 'one stop shop' visitors centre / retail outlet on Marine Terrace (preferably in the tourism zone) that is open 7 days a week:                             <ul style="list-style-type: none"> <li>• Local produce and crafts</li> <li>• Retail outlet for Museum, Art Gallery etc.</li> <li>• Promote heavily to tourists and utilise as demonstration pilot for businesses</li> </ul> </li> <li>❖ Empower CGG Staff and retailers to become 'advocates' for what is happening in town (locals and visitors)                             <ul style="list-style-type: none"> <li>• Tourism awards</li> <li>• Taxi Driver Ambassadors</li> </ul> </li> </ul>	<p>High</p>

# Strategy 2:

● MWCCI/Developers/Local Business ■ CGG ◆ All ▲ Cultural Organisations /Community Groups

## Investment attraction strategy for the CBD

Actions	Priority
<p><b>Business attraction and retention</b></p> <ul style="list-style-type: none"> <li>■ ● Develop and implement strategic investment attraction campaigns and economic development strategies that reflect the place proposition, brand and key messages</li> <li>■ ● Establish tourism retail precinct within the foreshore and Marine Terrace with supporting shop-front uses including visitor information and tourism operators</li> <li>■ ● Utilise empty retail spaces on Marine Terrace for pop up stores and installations                             <ul style="list-style-type: none"> <li>• Consider temporary uses such as youth centre, land sales offices, creative industries</li> <li>• Develop a 'permissions to occupy' framework with rolling 30 day license provisions</li> <li>• Develop a landlord and agents toolkit (<a href="http://emptyspaces.culturemap.org.au/page/toolkit">http://emptyspaces.culturemap.org.au/page/toolkit</a>)</li> </ul> </li> <li>◆ Promote living opportunities and residential development in the city centre and success stories                             <ul style="list-style-type: none"> <li>• Work with active developers</li> <li>• Profile inner city residents</li> <li>• Resident welcome packs</li> </ul> </li> <li>◆ Nurture strategic relationships with key government and private landowners                             <ul style="list-style-type: none"> <li>• Identify development incentives to achieve early traction on project delivery</li> <li>• Engage with key stakeholders, the community and future investors</li> </ul> </li> </ul>	<p>Medium</p>
<p><b>De-regulation of trading hours</b></p> <ul style="list-style-type: none"> <li>■ ● Support trading extension with promotion and programming to support retailers (Mayor to announce extended trading hours for special event)</li> <li>■ ● Monitor this initiative and review in conjunction with MWCCI for 2013 and ongoing</li> <li>■ Implement regular phased reviews to monitor on-going demand for deregulated trading hours</li> </ul>	<p>High</p>



# People and Destinations

## Vibrancy Goal: Key destinations designed for people

For city vibrancy, it is important to identify and develop the city's key destinations and public places that will become attractions and focal points for the CBD.

As illustrated in Commercial/Recreational Uses maps, (overleaf) Geraldton's city centre has a range of great facilities, and is home to a good collection of significant community infrastructure and economic attractions including quality retail and impressive heritage buildings on Marine Terrace, a good selection of popular pubs, cafes and restaurants, the waterfront, which encompasses the city beach and interactive play areas, overlooking the spectacular Port, Batavia Coast Marina, the Geraldton Library, Art Gallery and Museum, as well as two shopping centres, North Gate and Stirling.

The major challenge is that the city's commercial and community uses are disconnected and retail nodes are disparate and wide reaching, which dilutes the impression of activity. The objective is therefore to build physical infrastructure and experiential connections between these key assets to create a series of linked destinations that enhance the overall appeal of the city centre.

### Key strategies

1: Focus planning and development efforts around five key destinations, focal points and attractions.<sup>iii</sup>

Place Match has identified five key CBD destinations as areas for focus:

1. Marine Terrace shopping mall
2. Foreshore and city beach
3. West end
4. Batavia Coast Marina
5. Northgate Shopping Centre

These destinations have been identified based on a detailed analysis of existing assets and activities, pedestrian and vehicular movements and physical locations to optimise impact with an early focus on discrete areas. They help to define what activities and uses occur where, to maximise the impression of vibrancy. It is important to note that not all places need to be active all the time. The longer term objective is to create overlap and build linkages between each area as a result of economic and investment growth and good physical and pedestrian connections.

Ultimately, each destination should connect seamlessly with the next, to create a holistic city centre experience.

2: Tailor uses and activities to key target audiences within the CBD.

Tailoring activities, uses and community initiatives to suit identified key audiences will have an immediate impact on injecting vibrancy into the city centre. Geraldton's city centre must provide uses and activities which tailor to:

- City residents
- Businesses
- Visitors
- Couples
- Families
- Investors
- Creatives

As a general principle, the most effective way to attract people is to focus on user groups whose behavioural patterns are easy to influence, for example:

- Provide incentives for the 220,000 tourists that pass through the area, to stay in Geraldton (for example, relocate the Visitor Centre from the Bill Sewell Complex so it is more prominent)
- Provide a reason for workers to stay in the city centre after hours (for example, after work promotions)
- Increase the number of people on the streets at various times of the day (for example, encourage more people to live in the city centre)

See Programming and Public Realm for further activation initiatives targeted towards specific key audiences within the city centre.

## Key Outcomes

- The city centre becomes the 'heart' of Geraldton through a series of interconnected destinations and attractions that respond to end user needs
- People choose to visit more often and stay longer



# Commercial, Recreation and Cultural Uses

Short / Medium Term 1-8 years



**Map Key**

- Rec / Entertainment
- Retail / Commercial
- Intergenerational Spaces
- Commercial / Residential
- Cultural



# Commercial, Recreation and Cultural Uses

Long Term 10 years (expanded zones that overlap)



## Map Key

-  Rec / Entertainment
-  Retail / Commercial
-  Intergenerational Spaces
-  Commercial / Residential
-  Cultural



# Strategy 1:

● MWCCI/Developers/Local Business ■ CGG ❖ All ▲ Cultural Organisations /Community Groups

Identify key destinations, focal points and attractions.

Actions	Priority
<ul style="list-style-type: none"> <li>■ Map key destinations, focal points and attractions and define the city centre experience</li> <li>❖ Align resourcing to focus all efforts on the recommended destination and activation zone hierarchy</li> <li>■ Relocate Geraldton Visitors Centre from Bill Sewell Complex to a more prominent position in the city centre (closer to Marine Terrace / Foreshore Drive)</li> </ul>	High

# Strategy 2:

Tailor uses and activities to key audiences within the CBD

Actions	Priority
<p>Activation Zones</p> <ul style="list-style-type: none"> <li>❖ Consolidate and support key zones of activity</li> <li>● Undertake behavioural analysis surveys to understand pedestrian movements and audiences</li> <li>■ Target key audiences at various times of the day and seasonally, through tailored infrastructure and activation initiatives</li> </ul>	High



# Land Use, Layout and Planning

## Vibrancy Goal: Attract the right uses in the right locations

One of the major challenges and opportunities to achieve vibrancy is building a strong physical and built form foundation that enables the right uses in the right places. This can be particularly complex in the context of multiple landowners with differing objectives, and general market factors including supply and demand drivers.

This issue has been covered at length in the Pracsys Report Economic Impact of Retail Trading Hours Report. As that report notes, it is important to create a plan that consolidates core activities in defined zones, and then commit to its implementation to optimise activation.<sup>vi</sup>

As highlighted in the previous section, Place Match has identified four CBD destinations as key areas of focus.

### Key strategies

1: Optimise strategic sites through:

- Establishing core activity zones
- Identifying flagship investment anchors
- Identifying strategic land acquisition and development opportunities
- Delivering targeted leasing campaigns

Economic development initiatives should initially be focussed on core activity zones, with an aim to connect and overlap these zones in the longer term. Flagship anchors will support establishment of the core activity nodes, and reinforce the city centre as a destination where people choose to go. When combined with good way finding signage, comfortable pedestrian linkages and planned movement and access corridors, flagship anchors will continue to attract activity.

Mechanisms to attract flagship developments include utilising freehold / crown land opportunities along Foreshore Drive, applying targeted leasing campaigns for vacant shop fronts and using rates relief/leasing incentives to secure good tenants that will optimise the location appropriately. Once these anchors are firmly entrenched, other suitable tenants will follow.

2: Leverage the planning framework

- Get the right uses on the right sites
- Prioritise delivery in key areas
- First and second lifecycle

Place Match recommends CGG discourages preferred uses outside of the zones of activity, such as enabling commercial uses in residential areas, or approving disparate retail uses and multiple internal shopping malls which direct traffic away from main streets within the city centre. Consider future building lifecycles, by encouraging flexible developments to 'future proof' key areas (i.e. convertible ground floor developments in the Batavia Marina and the former PTA site). Prioritise development in key areas first, such as consolidation development along Foreshore Drive.

# Land Use, Layout and Planning

## Vibrancy Goal: Attract the right uses in the right locations

### 3: Establish movement corridors

- Origins of arrival – car parking and transport
- Connect key destinations
- On/off street parking

It is important to understand the behaviour patterns of pedestrians and vehicles to channel movement past desired destinations and key attractors, and avoid 'leakage'.

At the moment there is limited movement between key destinations within the city centre. People arrive by car, and walk short distances. Leakage could be minimised by discouraging movement between poorly maintained laneways and back of shop entrances.

Geraldton's car culture is prevalent and will ensue for years to come due to limited frequency and convenience of public transport <sup>vii</sup>. This should be used to the city centre's advantage by consolidating car parking in strategic locations. Controlled vehicular movement and short term on-street parking promotes activity, but requires regulation.

Public transport is limited and not currently responsive to user requirements. A short term initiative to service latent demand is to relocate the bus stop to Foreshore/Marine Terrace and provide a jointly funded transit service to and from the CBD to targeted user groups (i.e. seniors and workers). Upgrade important linkages, particularly between important anchors, such as Chapman Arcade, Post Office Lane (between Centros and Marine Terrace) and Foreshore Drive between the Marina and the Foreshore.

Parking also appears to be connected to the on-going debate with regards to the reality and perception of safety in the city centre after dark. Intercept and behavioural surveys, positive media and evening events will help to dispel and / or resolve these issues.

## Key Outcomes

- People know what different areas within the city centre represent and what they can expect to see and do there
- Parking and public transport is integrated as part of a broader, strategic approach to achieving city vibrancy
- The city centre will be easier to navigate for pedestrians and cyclists
- City centre parking issues are minimised through improved management and the provision of appropriate parking facilities
- In time, increased density within the city centre will support public transport facilities – relieving pressure on parking and traffic congestion
- Increased density and the provision of affordable housing will improve diversity within the city centre

# Destinations

## Foreshore (Primary)

- Recreation area
- Local beach
- Cultural activities
- Supporting cafes / amenity
- Tourism facilities

### Target Audience

Day: Tourists, seniors and parents/kids  
 Evenings: Diners, youth, couples, creatives, tourists  
 Weekends: All



## Batavia Coast Marina (Secondary)

- Residential / commercial
- Special events
- Commercial
- Recreation (boating focus)
- Evening Entertainment (long term)

### Target Audience:

Day: Residents, workers, boaters  
 Evenings: Residents, diners  
 Weekends: Boats, tourists, special events

BATAVIA  
COAST  
MARINA

TOWN  
BEACH

## West End (Secondary)

- Youth activities
- Residential
- Commercial
- Car parking
- Day/evening activation
- Some retail

### Target Audience:

Day: Residents, Workers, boaters  
 Evenings: residents, diners  
 Weekends: Boats, tourists, special events



## Marine Tce / Foreshore Dve (Primary)

(Durlacher and Cathedral Ave)

- Primary restaurant / cafe /tourism precinct
- City centre main street
- Retail (commercial)
- Day / evening activation

### Target Audience:

Day: Workers, shoppers, tourists, seniors  
 Evenings: Diners, couples, creatives, city residents, tourists  
 Weekends: Shoppers, families, youth, city residents



**P** Current Parking

**B** Current Bus Stop

# Strategy 1:

● MWCCI/Developers/Local Business ■ CGG ❖ All ▲ Cultural Organisations /Community Groups

## Optimise Strategic Sites

### Actions

Priority

High

#### Flagship Investment Anchors

- ❖ Agree on flagship investment anchors and uses
- Apply incentives to flagship properties that deliver the appropriate uses in the right places – for example, rates relief
- ❖ Collaborative marketing and promotion
- Encourage existing (and new) eating houses to extend alfresco and active uses on to Foreshore Drive
- Support Museum to improve interface issues with the Marina – for example, through planning and wayfinding signage
- Relocate the Youth Centre to the city centre
- ❖ Develop a Visitors Centre / one-stop shop with retail frontage on Marine Terrace
  - The feasibility study which will review the future location of the Visitors Centre should give strong consideration to the role of this facility plays in the city centre
- ❖ Utilise design guidelines and statutory planning provisions to achieve appropriate anchor uses in new government and private sector development

#### Tenancy Strategy

- ❖ Identify preferred uses, tenants and operators for key activity zones through a tenancy strategy
- ❖ Implement the strategy through a targeted campaign to attract flagship anchors in right locations, including (but not limited to):
  - Supermarket
  - Long term car park
  - Sailing/Boating Club at the Marina
  - Visitor Centre and Tourism Operators (on the foreshore)
  - Arts Centre for Indigenous artists
- ● Support/promote/advertise EOI opportunities for temporary pop-up food/retail uses on the foreshore (i.e. tourism operators, food / coffee business etc.)
- ● Promote success stories

#### Strategic Land Acquisition / Developments

- Develop a Land Tenure Strategy to identify crown land strategic acquisition and redevelopment opportunities
  - Consider how to leverage Crown reserve and government or other land holdings to influence appropriate development on anchor sites
- Redevelop Council owned and Crown land on Foreshore Drive as active edged retail
  - Incorporate provision for a portion of rental income to be dedicated as a revenue stream to fund place management initiatives
- Acquisition of lease holdings or sub-leases across ground floors for flagship sites

## Strategy 2:

● MWCCI/Developers/Local Business ■ CGG ❖ All ▲ Cultural Organisations /Community Groups

### Leverage the Planning Framework

#### Actions

#### Priority

High

#### Planning Scheme and Development Control

■ Revise Town Planning Scheme, Policies and Design Guidelines as part of the 2029 and Beyond project incorporating a new local planning strategy, town planning scheme and community action plan to enable the land uses that will achieve activity nodes, investment attraction strategies, approval timeframes, planning and management policies

■ Use development controls to influence appropriate land use outcomes:

- Apply developer contributions to fund public realm improvements, place management and place activation initiatives

■ Apply planning bonuses and rates relief incentives (i.e. rates relief for restaurants / cafes relocating to preferred areas)

■ Ensure planning policies are not prohibitive (for example, that they do not limit alfresco or appropriate signage etc)

■ Empower planning staff to achieve an investment responsive culture to development applications and approvals

#### Residential / City Living

■ Encourage medium to high density residential development within the city centre (consistent with community vision 2029 and Beyond Designing Our City Forum)

- Locate residential land uses away from night time entertainment areas

■ Work with Landcorp and private sector land owners to unlock development sites and prioritise delivery of residential land

❖ Work with major land owners to integrate residential uses in the appropriate places

❖ Discourage commercial uses in residential nodes

■ Improve diversity through the provision of affordable housing in the city centre (consistent with community vision for 2029 and Beyond Designing our City Forum)

- Planning approval density bonuses
- Targeted investment (consider student housing models, partnerships with Department of Housing and affordable housing providers)

#### Prioritise delivery

■ Prioritise revitalisation of Marine Terrace and Foreshore Drive

■ Development on the PTA Site (South to North)

■ Upgrade Post Office Lane and Chapman Arcade with a high level of amenity – shade, seating, lighting and public art

■ Encourage residential and commercial development as the dominant uses within the BCM2 site (limit retail uses)

#### First and second lifecycle

■ 'Future proof' the Planning Framework to enable new economies and land uses to evolve over time

■ Deliver flexible design schemes to enable convertible ground floor uses in areas such as the former PTA site and within BCM2 (for example, residential that can be converted to retail)

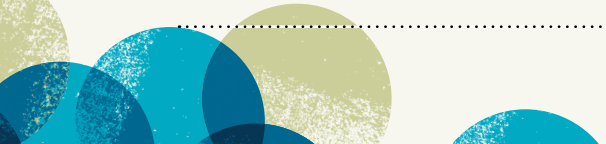


# Strategy 3:

● MWCCI/Developers/Local Business ■ CGG ❖ All ▲ Cultural Organisations /Community Groups

## Establish Movement Corridors

Actions	Priority
<p>Origins of arrival – car parking and transport</p> <ul style="list-style-type: none"> <li>❖ Work with PTA for increased public transport services including CAT Service, or a free public transport zone in the CBD</li> <li>❖ Continue to support community shuttle for evening activities</li> <li>■ Jointly fund a shuttle bus to and from the CBD (for targeted users)</li> <li>■ Relocate or create a new bus stop closer to Marine Terrace and the Foreshore</li> <li>■ Use planning and design guidelines to channel movements and minimise possible routes from origin to destination</li> <li>■ Develop car parks in a location that channel movement                             <ul style="list-style-type: none"> <li>• Bring forward development plans for a car park on the Beaufairs site and consider alternative sites in the west end (Marine Terrace)</li> </ul> </li> <li>■ Manage short term parking bays, particularly along the Foreshore and Marine Terrace (regulate through infringements in accordance to with the City Centre Parking Strategy as approved by Council)</li> <li>● Encourage workers to use commuter car parks and public transport, where possible</li> <li>■ Increase lighting at railway station site to encourage use of the free parking facility</li> <li>■ Implement all of recommended strategies highlighted in the Luxmoore Parking Strategy (Nov 2011)                             <ul style="list-style-type: none"> <li>• Review proposed location for long term parking away from prime development along Foreshore</li> </ul> </li> <li>■ Provide caravan layover bays to north and south of CBD</li> <li>❖ Conduct annual surveys to monitor perceived safety issues relating to the use of city centre car parks</li> <li>■ Establish a free public transport zone in city centre (possibly funded through the central traffic area levy)</li> </ul> <p>On-off street parking</p> <ul style="list-style-type: none"> <li>■ Continue to provide controlled and regulated on street parking along Foreshore Drive and Marine Terrace</li> </ul> <p>Connect key destinations</p> <ul style="list-style-type: none"> <li>■ Upgrade Post Office Lane and Chapman Arcade with a high level of amenity to facilitate movement between Centro Shopping Centre and Marine Terrace</li> <li>■ Improve connections between the Marina, foreshore and Marine Terrace</li> <li>● Avoid 'leakage', discourage too many laneways and access points                             <ul style="list-style-type: none"> <li>• Liaise with property owners to encourage ground floor activation on flagship sites</li> <li>• Way finding, banners and flags, pedestrian amenity</li> </ul> </li> <li>■ Develop / facilitate approvals for active edged retail / café-restaurant / tourism operators on Foreshore Drive</li> <li>❖ Integrate Northgate with Marina and CBD</li> </ul>	<p>Medium</p> <p>High</p> <p>High</p> <p>Medium</p>



# Activation – Programming and Public Realm

## Vibrancy goal: Entice people to come - and then not want to leave

Places that are comfortable and inviting, will attract people. If there are lots of things to do, people will linger and if the city centre becomes a place that locals love to come to, tourists will follow.

### Key strategies

1: Facilitate place activation initiatives through capacity building and infrastructure

- Bring the place to life (experiential memories)
- Story-telling and interpretation
- Infrastructure – with a purpose

Having a detailed understanding about the key users of the city centre is important to enable delivery of the right facilities and activities to draw them in. A dedicated focus of resources in the city centre core will create a critical mass of activities and a rotating programme of things for people to do.

Place activation initiatives that can be delivered quickly and effectively for relatively low cost include:

- food & entertainment hub
- alfresco dining opportunities
- temporary and high quality cafes
- public art
- events and activities geared towards families and teenagers.

New Restaurant, Cafe and Bar within the Food & Entertainment Hub can enjoy a three-year “Rate Holiday”.

New infrastructure and amenities should be designed for comfort, purpose and to promote interaction – for example, bespoke seating and adventure play equipment. A wide range of activation suggestions have already been discussed by participants during the World Cafes program and the Enquiry by Design Workshop. Place Match supports the implementation of these in line with the principles set out in this Strategy. <sup>ix</sup>

As per CCG’s Culture, Arts and Heritage Business Plan, continue to encourage cultural activities in the public realm and make it easy and convenient for community groups and corporate organisations to manage events in the city centre. This builds community capacity and ownership and provides added content for the annual events and activation

programme. Target a broad audience, provide activities for young and old. <sup>viii</sup>

# Activation – Programming and Public Realm

## Vibrancy goal: Entice people to come - and then not want to leave

### 2: Consolidate a regular programme of strategic events and community activities in the CBD

Translating the brand promise into a tangible experience that resonates with its audience can be achieved through the development of a regular programme of strategic events and community activities. The city already has a number of events and activities in place but bringing them together in one centralised programme that runs seasonally and across the year, and aligning them with the brand promise will help to extend and develop the identity and build the campaign around change. Nurturing and promoting 'grass roots' and community initiatives will help to further develop content and meaning.

### 3: Deliver quality public realm and streets

- High amenity
- Prioritise pedestrians (dedicated paths)
- Tree lined and sheltered
- Appropriate shared spaces

The city centre is currently car dominated and has a number of low amenity areas where seating, landscaping, lighting and shelter is lacking.<sup>x</sup> This has been identified as an important issue impacting on vibrancy and visitation of the city centre.

Improving overall amenity will assist in creating pedestrian friendly, attractive and comfortable environments that people will be drawn to, as well as directing pedestrians via desired movement corridors and between key attractions.

Amenity can be improved relatively quickly and at low cost in the short term, and then further enhanced with larger scale streetscape improvement projects. Improved landscaping, flower pots, good shade, drinking fountains and water misters, along with comfortable / interesting seating will help to soften the environment and make the foreshore and Marine Terrace an attractive retail alternative to the shopping centres.<sup>xi</sup>

### 4: Place and asset management

Basic service principles that apply to good business, also apply to managing public realm. Customer focus, cleaning, security and a welcoming atmosphere instils local pride, extends visitation and encourages return visits.

Well maintained, clean and nicely presented facilities will all help to make the city centre more attractive and inviting.

Streets in the city centre are newly paved in some areas and reasonably well maintained, but there is always room for improvement. Many buildings are also derelict and poorly maintained. Accountability extends to everyone that might be working or visiting the area; from parking inspectors, security, shopkeepers, cleaners, maintenance workers, through to the Council. Implement annual customer satisfaction surveys and pedestrian counts, to monitor progress and performance.

### 5: Improve way finding and signage

One of the most challenging aspects of arriving in Geraldton is working out how to get to Marine Terrace. The intuitive path is to follow Chapman Road.

The city centre suffers from a lack of existing directional and wayfinding signage. Also, key information / tourism outlets are either not obvious (such as the Rest Centre) or out of town.<sup>xii</sup> Strategic way finding and good signage, less clutter and colourful entry statements and banners will help to announce arrival into the city. Place Match recommends CGG prioritise delivery of way finding signage as per the Visual Voice Wayfinding Signage Strategy.

## Key Outcomes

- The city centre is a comfortable, safe, welcoming and accessible space for residents, workers and visitors
- Improved activation, safety and community ownership of the city centre through passive surveillance
- An enhanced sense of arrival for the city centre through strategically placed and designed entry statements
- The city's creative capital will be harnessed, strategically positioned and promoted
- People will enjoy a fun, fresh and interesting space enhanced through a variety of activities and events
- Under-utilised and derelict buildings will become the talking point of Geraldton through new and innovative uses to bring them back to life
- The city centre becomes synonymous for world-class, unique and authentic events

# Food & Entertainment Hub

## Properties fronting

Both side of Marine Terrace ( Francis to Forrest St)

Both side of Foreshore Drive (Fitzgerald to Forrest St)

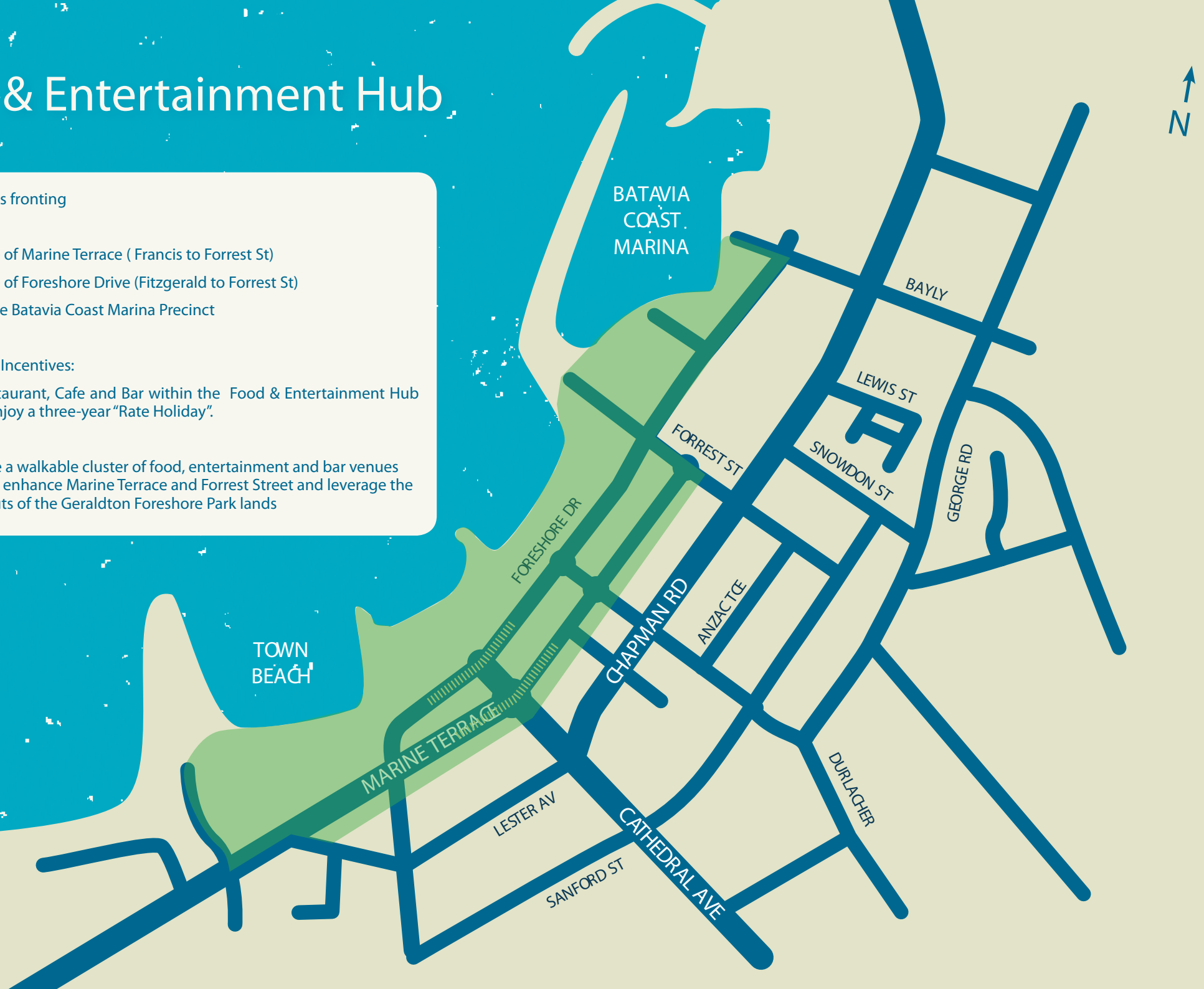
Within the Batavia Coast Marina Precinct

## Financial Incentives:

New Restaurant, Cafe and Bar within the Food & Entertainment Hub can enjoy a three-year "Rate Holiday".

## Aim:

Create a walkable cluster of food, entertainment and bar venues which enhance Marine Terrace and Forrest Street and leverage the benefits of the Geraldton Foreshore Park lands



# Activation

## Foreshore

- Provide more fun, comfortable interactive seating,
- Increase shade (bigger trees, umbrellas)

- Use public art and trees more to improve back of house presentation
- Redevelop to attract active uses (remove car parking off prime land)

### Better Signage

- Wayfinding
- Visitor Centre
- More banners and flags

- Advertise EOI's for temporary operators
- Consider sea container style facility

### Infrastructure to support Activation

- Three phase power
- More toilets
- Better lighting

### Programming and Events

- Passive and active
- Evening seafood market
- Beach concerts
- Sporting competitions



# Activation

## Marine Terrace and Foreshore Drive

### Restaurant, Cafe, Tourism Focal Node

- Rates relief for cafes/restaurants
- Strategic leasing campaigns
- Develop strategic sites with flagship tenants
- Foreshore eating houses/bars to extend alfresco areas
- Temporary operators on foreshore (food, tourism etc)
- Marketing and promotion
- Strategic events to support themes

Relocate bus stop to here

Commercial and residential supports city centre

### Pedestrian Movement and Parking

- Create 'ant trails' by establishing more shade/seating/comfort
- Ground floor activation / alfresco
- Minimise internal malls
- Identify site for future carparks

### Enhance Arrival Statements

- Better signage, more flags
- De-clutter banners
- Revamp Roundabouts
- Install way finding

### More Colour

- Artwork on blank walls
- Colourful planter boxes and flowers to soften landscape
- Externalise shop front displays
- Bigger trees and more flowers
- Landscaping to soften / screen car parking (on foreshore)

### Post Office Lane / Chapman Arcade

- Primary pedestrian connections
- Improve maintenance
- Upgrade landscaping, shade, lighting and colour

### Town Clock

- More shade and colour
- Cultural events / music

**P** Future

 Primary Arrival

 Secondary Arrival

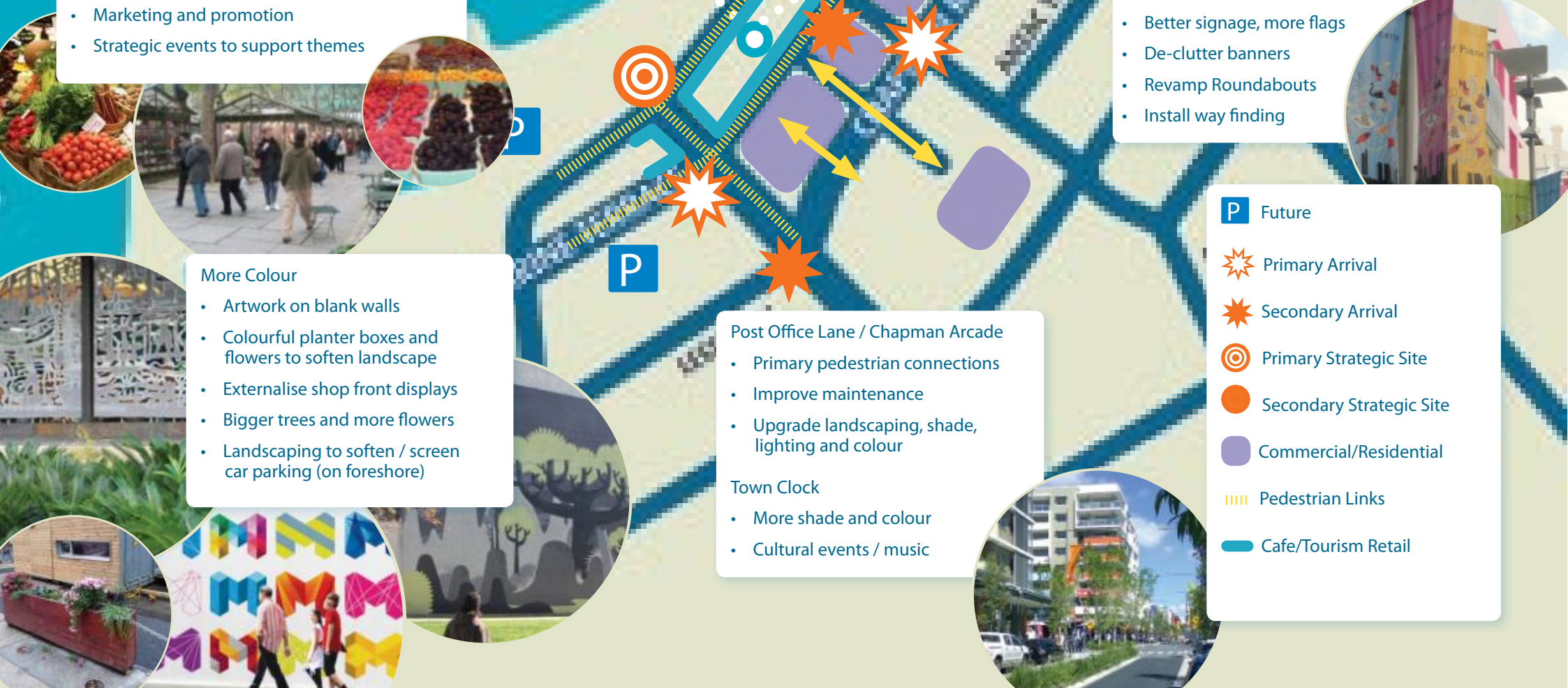
 Primary Strategic Site

 Secondary Strategic Site

 Commercial/Residential

 Pedestrian Links

 Cafe/Tourism Retail



# Strategy 1:

● MWCCI/Developers/Local Business ■ CGG ❖ All ▲ Cultural Organisations /Community Groups

## Facilitate place activation initiatives through capacity building and infrastructure

### Actions

Priority

Bring the place to life with experiential memories

High

❖ Harness the city's creative capital by promoting and supporting grass roots vibrancy initiatives

- Provide funding to support local artists, musicians, creatives, business owners and social entrepreneurs with resources and workspaces in the city centre
- Utilise blank walls for community art projects i.e. Cathedral Ave and Marine Terrace - align with City's Public Art Strategy (Westpac bank)
- Inject colour and vibrancy through more short term public art projects (i.e. crayon bollards, landscaping projects, flower pots)
- Utilise the town square and foreshore for cultural events
- Consider light shows on or in the town tower on a regular basis, dress up the windows with local art and contact details of artists

■ Install free WIFI in the city centre

■ Implement the CGG Arts, Culture and Heritage Business Plan with a focus on delivering programmes and activities within the city core

■ Continue to support youth activities in the west end

❖ Target a broad audience and focus on fun, low cost, recreational activities that are accessible to all

- Day/evening activation
- Weekday/weekend activation
- Seasonal focus

Story-telling and interpretation

■ ▲ Deliver practical and interactive public art installations (including ephemeral art installations)

■ ▲ Install interpretative information in public spaces to inform and engage

■ ▲ Promote heritage and culture through programming and events

Medium

Infrastructure – with a purpose

■ Continue to identify and deliver community facilities and services to support growing community

■ Install infrastructure on foreshore to support events (power, additional toilets, water)

■ Encourage design that is practical, supports a function, and promotes interaction

Medium

## Strategy 2:

● MWCCI/Developers/Local Business ■ CGG ❖ All ▲ Cultural Organisations /Community Groups

### Consolidate a program of strategic events

#### Actions

Priority

- ▲ Align key stakeholder's events calendars and cluster events to create critical mass of seasonal activity
- ❖ Make Geraldton synonymous with word-class, unique and authentic activities
  - Establishing flagship events that can be 'owned' by the city, to support/endorse the brand and promote the city centre
  - Adopt themes that leverage the city centre's key assets and unique strengths (fresh produce, seafood and sailing, indigenous (mid-west), beach, local culture, port) etc.
  - Clipper Race
  - Twilight seafood markets to promote local produce
  - Long table dinner on the foreshore / progressive dinner on Marine Terrace
  - Indigenous Art Events (on Marine Terrace)
  - Beach concerts
  - Sporting events (i.e. cricket, volleyball, triathlons and corporate challenges etc. at the beach)
  - Boating festivals (at the Marina)
- ▲ Relocate existing special events to city centre wherever possible
- ▲ Support cultural development programs and encourage activation of the foreshore, Marine Terrace, as well as the Queens Park Theatre
- ❖ Develop sponsorship strategies to support flagship events
- ❖ Create spaces for markets and encourage them to operate in conjunction with normal retailing
  - Facilitate existing markets to relocate to Marine Terrace/Foreshore Drive and intergrate with retailers and food outlets

High

## Strategy 3:

### Deliver quality public realm and streets

#### Actions

High

#### Foreshore (Primary)

- ● Increase the number of shade structures (consider hire of shade tents / umbrellas)
- ● Improve lighting in the city centre
- Make the groynes more attractive through creative art initiatives and providing public access via footpaths, decked areas and fishing platforms
- Install more public infrastructure in key areas, such as power, toilets, BBQs and water fountains
- Improve landscaping in roundabouts (Cathedral Ave)
- ● Encourage landowners to improve presentation of the properties facing onto Foreshore Drive



# Strategy 3:

● MWCCI/Developers/Local Business ■ CGG ❖ All ▲ Cultural Organisations /Community Groups

## Deliver quality public realm and streets

Actions	Priority
<p>Marine Terrace / Foreshore Drive (between Cathedral Ave and Durlacher) – (Primary)</p> <ul style="list-style-type: none"> <li>■ Screen car parking on foreshore drive to improve amenity (more trees or planter boxes)</li> <li>❖ Improve shade (bigger/larger trees/ more umbrellas)</li> <li>■ Improve maintenance of street trees and median strips</li> <li>❖ Increase moveable planter boxes and utilise for artwork</li> <li>● Promote/encourage retail façade improvements on Marine Terrace and Foreshore Drive</li> <li>■ Install more public infrastructure in key areas, such as power, toilets, bbqs and water fountains</li> <li>■ Improve landscaping in roundabouts (Cathedral, Durlacher, Foreshore Drive)</li> <li>■ Town square - improve shade and seating</li> <li>● Encourage shop front displays</li> </ul>	High
<p>Marina (Secondary)</p> <ul style="list-style-type: none"> <li>■ ▲ Support design amendments to reorient the Museum’s interface with the Marina</li> <li>■ ▲ Improve shade and amenities, introduce colour and signage</li> </ul>	Medium
<p>West End (Secondary)</p> <ul style="list-style-type: none"> <li>■ Continue to fund youth programs</li> <li>● Improve shop front displays</li> <li>❖ Temporary uses in vacant premises</li> <li>● Façade improvements</li> <li>❖ Redevelop vacant properties</li> </ul>	High



## Strategy 3:

● MWCCI/Developers/Local Business ■ CGG ◆ All ▲ Cultural Organisations /Community Groups

### Deliver quality public realm and streets

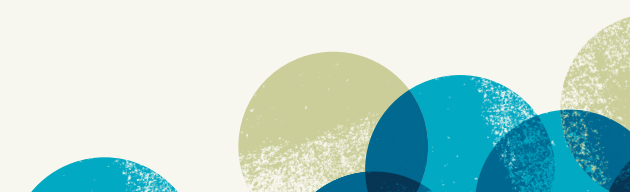
Actions	Priority
<p>Post Office Lane</p> <ul style="list-style-type: none"> <li>■ ● Improve maintenance, presentation, landscaping and lighting to encourage use</li> </ul>	High
<p>Chapman Road</p> <ul style="list-style-type: none"> <li>■ ● Commercial focus (restricted retail)</li> <li>◆ Traffic calming</li> <li>◆ Façade improvements</li> <li>◆ Improve amenity and presentation of Chapman Arcade</li> <li>■ Longer term streetscape upgrades</li> </ul>	Low
<p>Place and Asset Management</p> <ul style="list-style-type: none"> <li>◆ Deliver a high level of amenity, quality, comfort and security in public domain improvements           <ul style="list-style-type: none"> <li>• Establish guidelines and monitor the standard of security, cleaning and maintenance in all areas of the city Centre, particularly the primary and secondary activity zones</li> <li>• Annual customer satisfaction surveys and pedestrian counts to monitor progress</li> </ul> </li> <li>■ Issue notices to developers/property owners for unacceptable presentation of properties and vacant land</li> </ul>	High

# Strategy 4:

● MWCCI/Developers/Local Business ■ CGG ❖ All ▲ Cultural Organisations /Community Groups

## Improve way finding and signage

Actions	Priority
<p>Information / Signage</p> <ul style="list-style-type: none"> <li>■ Improve signage and way finding               <ul style="list-style-type: none"> <li>• Install wayfinding signage in accordance with the wayfinding strategy</li> </ul> </li> <li>■ Remove and relocate visitor information sign currently located outside Freemasons to a more visible location on the Foreshore and Marine Terrace</li> <li>■ Revamp Rest Centre - shopfront addition, better signage, broader function, new name</li> <li>■ Better maps available in local publications, tourism brochures, retail outlets and on the website</li> <li>❖ Screening / hoarding of development sites and vacant land (consider vision message about what's coming to Geraldton)</li> </ul>	High
<p>Arrival Statements</p> <ul style="list-style-type: none"> <li>■ Use and design entry statements to enhance the sense of arrival into the city centre</li> <li>■ Brand Highway/North-West Coastal Highway entry statement               <ul style="list-style-type: none"> <li>• Enhance entry statement that invites visitors to the Geraldton CBD so people are encouraged to visit and not bypass</li> <li>• Incorporate into a pull over/rest area</li> <li>• Include larger lit billboard (including icon imagery) which is highly visible to passing traffic</li> </ul> </li> <li>■ Cathedral Ave Enhancement               <ul style="list-style-type: none"> <li>• Main southern entry to the CBD and main link to both CBD and foreshore</li> <li>• Upgrade streetscape into the CBD that links to the entry roundabout.</li> </ul> </li> <li>■ Install entry statements signage in and around city centre as indicated</li> </ul>	Medium



# Geraldton's Retail, Tourism & Hospitality Sectors have a vital role to play in City Vibrancy

The City of Greater Geraldton, like all other regional cities, faces challenges and opportunities due to the rise of online retail and other disruptions to the tourism and and hospitality SME sector due to digital technologies.

A planned response to these trends will enable the sectors to grow but also add to the overall vibrancy of the City. This strategic snapshot is to be incorporated into the Geraldton City Centre Vibrancy Strategy.

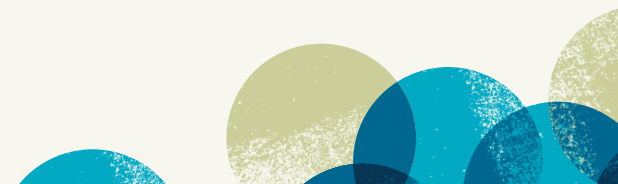
"Retailers, tourism and hospitality SMEs in the City of Greater Geraldton will grow their local and global customer base and sales, by providing a vibrant, flexible and multi-channel shopping experience.

The City and key stakeholders will work together to build the infrastructure, skills and product offerings to achieve this vision."



# Digital Technology Strategy

Strategy 1: The City and its retail sector will work together to build understanding, capacity and capability.	Strategy 2: The City and its retail Sector will work together to build infrastructure that enhances opportunities for retailers.	Strategy 3: The City and its retail sector will develop multichannel assets to improve the shopping experience.	Strategy 4: The City and the retail sector will work together to get ahead of the curve for the future.
Use the Digital Hub to deliver specific online retail courses and target all retailers in the city to attend.	Build an always-on CBD Wi-Fi network that enables shoppers to be captured and inspired when proximate to specific retail outlets.	Build a network of digital projection installations around the city and its shopping areas. Use them to project constantly updated, crowd sourced information onto derelict or unused buildings.	Create a leadership group (likely to be the Leadership Alliance that drives the wider Digital Strategy) to drive future knowledge acquisition and dissemination so that retailers in Geraldton are able to access and interpret global trends early.
Invest in a quarterly visiting dynamic speaker who will attract interest in the retail sector and talk competently about the emerging trends in online retail.	Develop a Geraldton shopping smartphone 'app' that integrates the shopping experience and enable geolocated services (like specials and coupons).	The same content should be used to create a dynamic online web and mobile-based site that is both creative and engaging – perhaps commissioned using cutting edge platforms such as HTML5.	Employ the leadership group to drive further standard setting for digital retail infrastructure and platforms so that the retail sector in Geraldton speaks with multiple voices through a single portal to its customers.
Build a support network for retailers to share skills, knowledge and experience in online retail.	Investigate and implement a single consumer and retailer point of entry on the web and mobile platforms that enables blogging, specials, promotions and other interactions between retailer and consumer.	Develop and present an annual or regular festival of digital projected art and community installations. The infrastructure for projections could be sponsored by business or Government and the content would be crowd sourced and relevant to Geraldton	Fund regular thought leaders from around the country and internationally to visit Geraldton and dynamically explain the opportunities available in online retail.
Host quarterly roundtables to share online retail strategies at enterprise and sector level.	Investigate the development of a Geraldton specific new application to operate under Apple's new Passbook technology replacing the myriad loyalty cards available in the City now.		Tap into other existing networks to disseminate knowledge, skills and tools to potential new entrants building many online retail businesses based in Geraldton. For example tap into an existing "stay-at-home mums and dads" networks or the networks of the CityHive pollinators to engage new entrants.
Develop and deliver courses to provide potential new entrants with the tools they need to build an online retail presence.	Consider the placement of a "logistics window" in key areas of the City to drive foot traffic from online shoppers required to collect recently delivered parcels.		
Through the Digital Hub make available and promote online courses from global sources for local retailers.	Define and promote keyword 'hashtags' and channels for all popular social media sites for retailers and shoppers to use in common such as #geraldtonshopping.		
Tap into support networks for the major online ecommerce tool providers and make them available to the retailers.			
Fund a part time position in Council or in an appropriate peak body to assist retailers, hands on with their online retail strategies.			



# Place Making – Quick Wins

## Vibrancy goal: Get started now - deliver quick wins

Focusing on the delivery of 'Quick Wins' and catalyst projects within the primary activity zones, is an easy way to build confidence and momentum. Setting a joint vision, delivery targets and a budget will help all parties commit to achieving some low cost and easy improvements.

Once a clear path and agenda around quick wins has been set, it is important not to get caught in complex details, rather focus on the importance of the end outcome.

The following quick wins and catalyst projects are recommended as high priority initiatives:

- Encourage eating houses/bars to extend alfresco / active uses onto Foreshore Drive and provide rate relief incentive if required
- Develop a strategic brand platform and integrated communications, media and marketing approach
- Create a website and social media platform, including 'what's on e-newsletter blasts' that promotes the city centre targeted to all key audiences (residents, visitors, businesses and workers)
- Bring forward development of the Beaurepairs site for car parking to diffuse dialogue and debate around parking in the city centre
- Advertise EOI opportunities and issue licenses for temporary pop-up food/retail uses on the foreshore
- Improve shade and seating on Marine Terrace and Foreshore Drive (more umbrellas)
- Provide more planter boxes with flowers along Marine Terrace
- Paint blank walls and planter boxes (community art projects)
- Create a city centre investment prospectus
- Screen car parking on foreshore drive to improve amenity (more trees or planter boxes )
- Encourage property owners to undertake retail façade improvements on Marine Terrace and Foreshore Drive (offer a prize to the best)
- Fund a shuttle to and from the city centre and relocate the bus stop closer to Marine Terrace and/or Foreshore Drive

# Reference Materials

## Literature Review

Academic Assessment of Deregulation of Trading Hours and City Vibrancy in the City of Geraldton Greenough (Curtin University, 2010)

Architectural and Urban Design Guidelines (BSD Consultants)

Arts, Culture and Heritage Business Plan (CAM Management Solutions, 2011)

Background Report for Residential Development Strategy and Commercial Activity Centres Strategy (Hames Sharley and Pracsys, 2011)

Batavia Coast Marina Stage II DRAFT Concept Plans (Landcorp)

CBD West End Detailed Area Plan and Design Guidelines (Burgess Design Group, 2009)

City Centre Transport Planning and Car Parking Strategy (CGG, 2010)

City of Geraldton-Greenough, Car Parking Management Plan (Luxmoore Parking Consulting, 2011)

City of Geraldton Greenough, Tourism and Marketing Destination Strategy (Market Creations, 2011)

City of Geraldton Development Guidelines (Considine and Griffiths Architects, 2003)

City Centre Planning Policy (GHD, Ferrart and Relix, 2009)

City of Greater Geraldton, Strategic and Community Plan (CGG, 2011)

City of Geraldton-Greenough Population Driven Demand Briefing Note Draft (Pracsys, 2011)

City Centre Vibrancy Study Report (Left of Centre Concepts and Events, 2009)

Designing our city Geraldton (Mackay Urban Design, 2011)

Economic Impact of Deregulation of Trading Hours (Pracsys, 2009)

Extended Trading Hours and City Vibrancy Study (Rafa Recruitment and Workforce Development on behalf of MWCCI, 2010);

Geraldton, From a local to global regional city (Curtin University 2011)

Geraldton Regional Centre Strategy (WAPC, 2005)

Interim Commercial Activity Centre Strategy (CGG, 2011)

Response to various studies 1-3 above (Pracsys, 2010)

Mid-West Region Investability Model Final Report, 2010-2031 (Applied Knowledge Consultants, 2011)

Our Community Directions and Key Themes (CGG, undated)

Planning for the Future 2009-2014 (CGG, undated)

World Cafes Section 1, Priorities for Action (CGG, 2010)

World Cafes Section 2, Report on Champion's World Café Long Term Visions (CGG, 2010)

2029 and Beyond, Community Survey and Deliberative Forum Results (CGG)

2029 and Beyond, World Café Priorities for Action and Long Term Visions (undated)

2029 and Beyond, Community Directions and Key Themes from 2010 Community Deliberations (undated)



# Reference Materials

## Media

Geraldton Guardian, Cavania London opens in the West End, Alex McKinnon December 13, 2011

Geraldton Guardian, City's car parking future, Gavin Box, July 25, 2011

Geraldton Guardian, City Backs Metres in CBD parking fix, (TBD)

## Images

[www.igreenspot.com/typoase-public-seating-spells-out-the-word-time/](http://www.igreenspot.com/typoase-public-seating-spells-out-the-word-time/) (green wall chairs)

[www.notcot.org/post/8989/](http://www.notcot.org/post/8989/) (red interactive chairs)

[www.scarboro.info](http://www.scarboro.info) (Beach Concert Pic)

[www.studyadelaide.com/why-you-ll-love-adelaide/hip-hangouts.aspx](http://www.studyadelaide.com/why-you-ll-love-adelaide/hip-hangouts.aspx) (beach volleyball)

[www.wherisyvette.com/2011/02/13/my-first-day-in-africa/](http://www.wherisyvette.com/2011/02/13/my-first-day-in-africa/) (seafood markets)

[www.smh.com.au/news/national/icecream-vans-are-slowly-melting-away/2008/01/02/1198949900052.html](http://www.smh.com.au/news/national/icecream-vans-are-slowly-melting-away/2008/01/02/1198949900052.html)

[www.visitpembrokeshire.com/content.asp?id=1994](http://www.visitpembrokeshire.com/content.asp?id=1994) (Bike Hire at the Llys Y Fran Visitor Centre)

[www.saveonlinestore.com/index\\_patio\\_beach\\_rain\\_umbrellas.htm](http://www.saveonlinestore.com/index_patio_beach_rain_umbrellas.htm) (beach umbrellas)

[www.remidawa.com/wordpress/?page\\_id=81](http://www.remidawa.com/wordpress/?page_id=81) (kids playing public art)

[www.designlaunches.com/furniture/skystation\\_a\\_public\\_seating\\_concept\\_for\\_sky\\_gazers.php](http://www.designlaunches.com/furniture/skystation_a_public_seating_concept_for_sky_gazers.php) (grey seat)

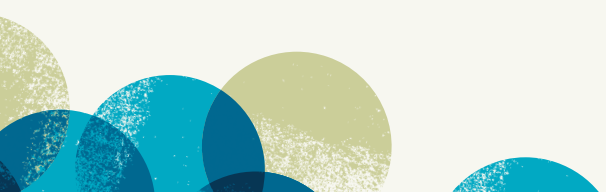
[www.1800shadeu.com.au/shade\\_blog](http://www.1800shadeu.com.au/shade_blog) (shade sails)

[www.pittsburghgalleries.blogspot.com/2010/11/new-public-art-murals-thanks-to-sprout.html](http://www.pittsburghgalleries.blogspot.com/2010/11/new-public-art-murals-thanks-to-sprout.html) (public art mural) Artists: Jesse Best and Brian Holderman

[www.kmfillustration.com/news/kboo-mural-gets-top-5/](http://www.kmfillustration.com/news/kboo-mural-gets-top-5/) - Artist Kevin Fitzpatrick (public art and bikes)

[www.blog.travelpod.com/travel-blog-entries/becklett/1/1312049660/tpod.html#pbrowser/becklett/1/1312049660/filename=city-of-perth.jpg](http://www.blog.travelpod.com/travel-blog-entries/becklett/1/1312049660/tpod.html#pbrowser/becklett/1/1312049660/filename=city-of-perth.jpg)

[www.lifesaving.com.au/default.asp?contentID=842](http://www.lifesaving.com.au/default.asp?contentID=842) (kids in water)





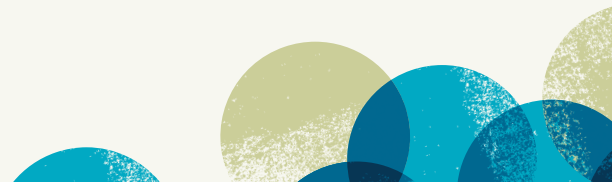
# End Notes

- i These broad principles and approach were also recommended by Pracsys, Economic Impact of Deregulation of Retail Trading, 2009.
- ii Geraldton, From a Local to Global Regional City (Curtin University 2011)
- iii Pracsys, Economic Impact of Deregulation of Retail Trading, 2009, p 10
- iv Pracsys, Economic Impact of Deregulation of Retail Trading, 2009, p 10
- v Refer also to Pracsys , 2009, p34 (Principles of Economic Activation)
- vi Pracsys, 2009, p 33-36
- vii Refer to Left of Centre Concept and Events, 2009 p7, and Luxmoore Parking Consulting, 2010,
- viii Refer to Left of Centre Events, 2009, City Centre Vibrancy Study, 2009, p6
- ix Mackay Urban Design, Designing Our City, p28
- x These issues were also raised in the City Centre Vibrancy Study, 2009 (Left of Centre Events)
- xi Refer also to Mackay Urban Design, Designing Our City, p28
- xii Refer also to Geraldton Pedestrian Wayfinding Strategy

This report has been prepared for the City of Greater Geraldton. The information contained in this report has been prepared with care by the authors and includes information from apparently reliable secondary data sources which the authors have relied on for completeness and accuracy. However, the authors do not guarantee the information, nor is it intended to form part of any contract. Accordingly all interested parties should make their own inquiries to verify the information and it is the responsibility of interested parties to satisfy themselves in all respects.

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# Attachment 2



5<sup>th</sup> April 2013

**Submission on City Centre Vibrancy Strategy**

Dear Councillors,

On behalf of Pollinators Inc, please accept our submission on this draft strategy.

Pollinators Inc in-principle supports many of the recommendation and are already leading the way in implementing the proposed strategies.

Below are recommendations for additions or amendments that should be incorporated into the final document. Incorporating these changes will ensure a truer reflection of the current situation, clarification of roles, and more effective implementation.

We also have some specific recommendations for changes to text or priorities:

1. Not-for-profit organisations actively contributing to Vibrancy strategy implementation, such as Pollinators' CityHive in Swansea House, ACDC, and/or their landlords should be prioritised for receiving the 3-year rate holiday starting in the 2013/14 financial year,
2. Include additional actions in "Quick Wins" e.g. "Harness the city's creative capital by promoting and supporting grass roots vibrancy initiatives" [Recommendation from p34]
3. Maps should be corrected e.g. P3,4,25 to more accurately reflect the activities and businesses in the "West End"
4. Recommendations should refer to the work done on "Livening up the Laneways" and the associated branding (attached),
5. The "Digital Technology Strategy" should be updated to reflect the recommendations and priorities of the Digital First and Smarter City strategies/policies,
6. There should be reference to diversity and social and economic justice in the implementation of the strategy. There is a risk that the city centre could become exclusive and gentrified if a diversity of non-commercial needs and user groups are not accommodated.

We would be happy to provide additional or clarifying information to support this submission, so please don't hesitate to call on 04666 94702

Yours Sincerely,

Andrew Outhwaite  
Executive Officer



## **About Pollinators Inc**

### **About Pollinators**

Pollinators Inc is a member-based social enterprise creating cultural, physical, economic and social spaces that enable individuals, businesses and agencies to contribute to the development of regional WA through innovation and collaboration.

Isolation can reduce the confidence, commitment, competency, and creativity of the leaders on whom our communities' present and future prosperity depend, and we believe the Digital Strategy and IBM report would be critical in reducing that isolation.

Pollinators Inc addresses isolation and creates conditions and 'platforms' that increase the likelihood of success:

1. CityHive — coworking and innovation space,
2. Swarm — training, workshops, networking and professional development events,
3. Catalyst — 4-month learning program for social entrepreneurs,
4. Buzz — regular newsletter, social media and online community,
5. Laneways — pop-up and short-term spaces for art and services in the CBD,

Since starting in early 2011 we've supported hundreds of members, enabled thousands of attendees at events to learn, and provided more than ten thousand hours of affordable, creative workspace.

### **Pollinators' innovations include:**

- Comprehensive research and engagement into learning needs, markets, and opportunities for sustainable success, all completed before we started operating,
- Avoiding grant-dependency through pursuing a social enterprise model, generating revenue through sales (workspace, event tickets etc.),
- Embodying collaboration facilitating partnerships, information sharing and cooperation amongst agencies, businesses and community organisations,
- Opening and operating WA's first coworking space — CityHive,
- Growing a membership-base who benefit from and pay for services,
- Tackling challenges and opportunities that other government, business and community organisations won't or can't e.g. Urban regeneration,
- Structuring and working differently through short-term, performance-based contracts, volunteer CityHive hosts, all our management systems being online.

### **Coming up in 2013**

Services, programs and projects for 2013 include:

- Design of an full-year learning program, including use of technology to enable learning programs to be delivered across Western Australia via the web around WA,
- Facilitating Catalyst for the Midwest's emerging community leaders, and progressing opportunities to extend the program to other parts of WA,
- Opening a new 350m2 'CityHive' coworking and innovations space in mid 2013, sharing our learning through workshops, training and presentations around WA.



## ***Recommendations for changes to the City Centre Vibrancy Strategy***

Pollinators Inc in-principle supports many of the recommendation and are a key partner in implementing the proposed strategies.

Below are recommendations for additions or amendments that should be incorporated into the final document. Incorporating these changes will ensure a truer reflection of the current situation, clarification of roles, and more effective implementation.

**P3/map.** Correct the map — activities and organisations such as Cavana, MWCCI and the community arts/events are in the West End, not in the mall.

**P4/map.** Correct the map — derelict buildings picture in lower right are in the West End, not in the mall.

**P5.** An additional/explicit Place Management Strategy should be “Use economic incentives and levers to resource activation”. i.e. there must be revenue streams that tax ‘bad’ landowners / tenants, not good owners/tenants. This is similar to the sub-recommendation of “investigate alternative revenue sources” on p11, and either/both should be strategies in their own right.

**P6.** There should be reference to diversity and social and economic justice in the implementation of the strategy. There is a risk that the city centre could become exclusive and gentrified if a diversity of non-commercial needs and user groups are not accommodated.

**P8.** An additional Place Management Strategy should be “Use economic incentives and levers to resource activation”. i.e. there must be revenue streams that tax ‘bad’ landowners / tenants, not good owners/tenants.

**P11.** In the last line, Add “Cultural Organisations” as having a role in ensuring CGG staff are accountable.

**P16.** Add the CGG-funded Pollinators-delivered Laneways Branding (attached) as an example of Place Branding that should be considered as part of branding consolidation.

**P25/map.** Correct the map — Restaurant / cafe / tourism precinct should extend West of Cathedral Ave towards the West End e.g. Jaffle Shack, Culinary HQ, Fluer High Tea, Tanti’s, Cavana, Roma, Provincial, Latitude Pearls.

**P26 .** Cultural Organisations/Community Groups should be added to the actions such as “relocate youth centre to city centre” and “support/promote/advertise EOI opportunities for pop-up shops”

**P34 .** Cultural Organisations/Community Groups should be added to the actions such as “implement the arts, culture and heritage business plan” and “continue to support youth activities”

**Quick Wins.** We support these initiatives and Pollinators and our members are already working on many of them. Additional quick wins should be:

- Install additional facilities to encourage cycling and walking,
- Maintain the ‘unoccupiable building rate’ and ensure a significant percentage of that income is re-invested in place-making and enterprise development through partner organisations,
- [Recommendation from p34] “Harness the city’s creative capital by promoting and supporting grass roots vibrancy initiatives”



- Encourage festivals such as Gfest, Sustainable Innovation Festival to have outdoor events in the City Centre.



# Attachment 3

Dear Council,

*I have read the Geraldton City Centre Vibrancy Policy* and agree with the desired outcomes however it seems that CAR PARKING has not been addressed as I see this as a CORE issue.

Unless the Car parking issue is addressed it won't matter much what the City does, it will not make any difference as the community will not be able to take advantage of the benefits as they will have no easy access.

In essence the amount of car parking is the same as it was before the Foreshore development however with the opening of the Dome Café and the Beach front amenities the pressure on the existing available car parking space impend both consumer and Beach front traffic.

If we want to encourage a Vibrant City Centre the car parking availability needs to be addressed ASAP.

Bill Van Ast  
Director

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# Attachment 4

## MWCCI Response to City Vibrancy Study

March 2013

### EXECUTIVE SUMMARY

The MWCCI applauds the CGG for sponsoring the report into City Vibrancy 2012. We support the CGG's vision to transform Geraldton into a world class regional city of over 100,000 residents over the next two decades whilst creating a liveable community and vibrant region.

The issue for the Chamber is that while vibrancy is complex and encompasses arts, heritage, public realm and streets, our stakeholder group is primarily interested in creating a vibrant and profitable retail sector.

We acknowledge that while there are solid foundations for vibrancy the key assets within the CBD are disparate and disconnected, and therefore not reaching their full potential.

The idea of CBD place manager or project officer is appealing, but the Chamber would be disappointed to see funds disappear into wages and would prefer to see tangible outcomes such as shade structures, seating, traffic management, land use etc. Additionally the businesses are in no position to support such a position through rates, charges or contributions, particularly in the current difficult economic climate.

As one of the key stakeholders the MWCCI hopes to see existing resources aligned to deliver a series of short and longer term initiatives which will cement the Geraldton CBD as a destination of choice for shopping and recreational purposes.

The MWCCI members are faced with pressure of challenging economic times especially for retailers who operate within the CBD and support the notion of acting now to create "quick wins," including diverse attractions and things to do, a safe and welcoming CBD that is authentic and attractive and which facilitates investment to deliver working and living opportunities.

The MWCCI largely agrees with Place Management in relation to the City's strengths and weaknesses. The Chamber notes and agrees with the notion that the after 5.00pm / evening economy is generally more vibrant than the economy during business hours. The Chamber believes that this could be linked to the lack of shade structures and parking during the day and the fact that visitors to Geraldton come to the CBD to dine out in the evenings. Business tourists and visitors to Geraldton, who might work in the industrial area or throughout the region using Geraldton as a base visit the CBD in the evenings for the purpose of eating and being entertained.

In the report much is made of public realm and the MWCCI believes that each street requires six (6) key infrastructure elements to create vibrancy. These elements include:

- A critical mass of people
- Secure and pleasant environment
- Shade Structures
- Venues which supply food and drink
- Parking and traffic flow

- General and alfresco seating
- Attractive and well maintained buildings

The Chamber would like to see an audit of each street in the CBD to ensure that they all contain atleast these factors, followed by an action plan to address any gaps. If an audit was conducted on each of our CBD streets we believe that currently we would fail dismally, and that it should be a priority to ensure that the factors listed above are addressed systematically.

## **KEY ISSUES**

### **1. Focus on Profitable retail precinct**

The report examines the complex elements that create vibrancy. The Chamber is a key stakeholder group, and shares the CGG's desire to develop a profitable retail precinct that will draw local consumers and visitors throughout the year. The Chamber believes that extended trading hours are not the key significant factor to creating a profitable retail sector. Trading hours are a consequence of consumer demand rather than a precursor. Retailers cannot operate viably unless there are sustainable 'place' foundations and that the focus should be to create a multifunctional area that attracts people and encourages them to linger.

### **2. Land use, layout and planning.**

The Chamber believes a key to improving vibrancy is to increase population density in the CBD and implement strategies to make it easier for visitors and consumers to interpret and use the facilities and services provided in the CBD. We appreciate that land use, layout and planning takes time and the CGG needs to develop a strategy and communicate it to all stakeholders. The strategies suggested in the report, including rate relief for new buildings, building upkeep and business location also seem practical and beneficial as long as they are implemented in a transparent and systematic fashion which doesn't disadvantage anyone. Similarly an incentive program to encourage land owners to enhance heritage buildings, particularly street-front facades is worthy of consideration and has been a successful strategy in other regional cities. A medium term plan to attract and retain residents in the CBD will also reap rewards. Currently the CBD is an expensive place to initiate and operates businesses. The CGG has the opportunity to leverage land use, layout and planning to ensure that costs are balanced against potential public and private benefits.

### **3. Activation:**

- a. The concept of consolidating a program of public events is an excellent concept especially if events are scheduled to occur in the CBD and staged throughout the year. There may even be opportunities for sponsorship for these activities and to use activities as a draw card to Geraldton.
- b. The Chamber also agrees that the CGG is best placed to facilitate place activation through capacity building and the development of infrastructure.

#### **4. Branding**

The concept of rebranding Geraldton and promoting it as Main Street shopping may suit the needs of some Chamber members, but the retail sector is more than just Marine Terrace. The CBD has retailers spread throughout it and the whole area requires promotion and ease of parking and traffic flow.

Geraldton has many positives to promote and the Chamber has great confidence in the CGG's ability to continue to rebrand Geraldton in a consistent, positive and attractive manner and will undertake to do what it can to support this initiative.

#### **5. Governance**

The MWCCI supports the basic principles of the City Centre Governance framework and the MWCCI is keen to work towards the goals outlined in the paper.

#### **6. Public transport and parking**

The Chamber agrees with the report on Public parking facilities and understands that the CGG is taking steps to improve the management of these facilities within the CBD. The Chamber wishes to highlight the need for more and better located public parking stations and point out that even car parks, particularly single story car parks benefit from being aesthetically pleasing and require trees, shade and some seating however not at the expense of parking spaces.

The report discusses the need for re alignment of the bus stops to Foreshore Drive. The current bus stop in Anzac Terrace is very well subscribed during the week, however the lack of shade and seating causes patrons to sit on lawns in front of the fire station and in front of shops and create a negative vibe. More shade, seating and a water fountain could refresh what has become a central meeting point for many people.

### **CONCLUSION**

Over the past few years the CGG has employed the services of several consulting firms to undertake research into enhancing the vibrancy of our CBD. Each consultant has reported that City vibrancy will not result from extending shopping hours alone, and that a holistic approach is required to attract and retain people in the precinct who will in-turn spend money and facilitate a vibrant commercial hub.

Currently the vast majority of traders in the CBD are legally able to extend their trading hours, but choose not to for social and economic reasons. Once the population reaches a critical mass, the MWCCI would encourage the CGG to re-examine the issue of extended trading hours in partnership with the retail business community, however at this point extended trading hours would be detrimental to traders and would not be supported by the majority of traders. Traders would prefer to see tangible outcomes such as shade structures, improved security, traffic management, seating and planning and effective land-use tackled.