



HIGHPOINT ACTIVITY CENTRE STRUCTURE PLAN

November 2008

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1.0 INTRODUCTION

The Structure Plan

The purpose of the Highpoint Structure Plan is to provide for growth and change in the Highpoint Activity Centre in a planned and managed manner. The Plan is intended to provide clear direction to the community, government and the development industry about appropriate development from the short term to the long term (25 years). It defines the objectives for the transformation of the area and identifies opportunities to realise those objectives. The structure plan objectives and strategies will be applied to guide decision making for the centre.

The implementation programme outlines the actions required to make the Structure Plan happen. This includes amendments to the local planning policy framework and zoning controls within the activity centre.

However, rezoning will not occur until more detailed analysis is carried out and information is obtained about State Government objectives for planning controls within activity centres.

The Structure Plan is supported by *The Highpoint Area Structure Plan: Study Area Analysis 2005*. The Implementation Plan is augmented by the *Integrated Transport Strategy Consultancy Brief 2008*.

The Highpoint Principal Activity Centre

Highpoint is a principal activity centre. Its location and key components are shown in Figures 1 and 2.

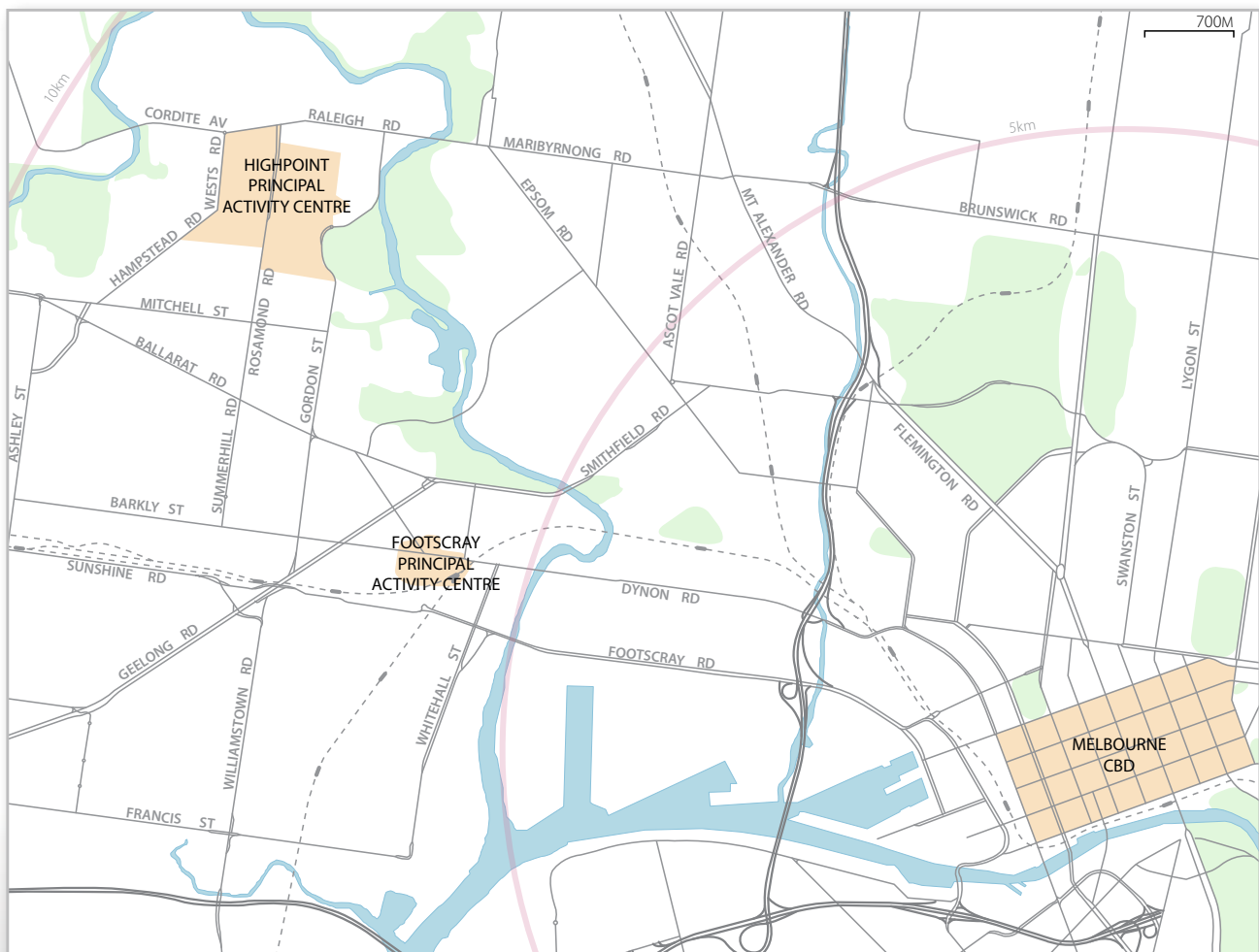


Figure 1: Location



Figure 2: Key components of the centre

Highpoint Shopping and Entertainment Centre is the central component of the principal activity centre. It is a privately-owned, enclosed mall, dominated by shopping and entertainment facilities. The centre is one of seven 'super regional centres' in suburban Melbourne, with approximately 126,000 square metres of retail, entertainment and community facilities, and an extensive western suburbs catchment.

The Homemaker Centre and bulky goods stores west of Rosamond Road add to the regional comparison retail function of the activity centre. The Homemaker Centre contains approximately 21,600 square metres of retail floorspace, while there is a further 13,500 square metres at the Harvey Norman, Bunnings, Power House and Ten Pin Bowling clusters.

The Maribyrnong Aquatic Centre complements the regional nature of the Highpoint Shopping and Entertainment Centre.

The adjoining Maribyrnong Secondary College is being transformed into Victoria's first sports college, which will eventually cater for 1,200 students who will also utilise

the Aquatic Centre and facilities at nearby Whitten Oval and Victoria University.

The commercial/ industrial area around Williamson Road and to the west of the bulky goods retail area contains small-medium scale light industry, service industry, warehousing and trade supplies.

The wider area includes Defence Site Maribyrnong, the Hampstead Road area, Pipemakers Park, and Edgewater and Waterford Green residential areas. The ongoing development of many of these precincts will influence the evolution of the activity centre and require change, protection or integration with it to realise the outcomes sought by *Melbourne 2030*. Many of the surrounding precincts were once used for industrial purposes, providing a significant level of employment. Their closure has contributed to the decline in manufacturing jobs in the broader area. The Highpoint Activity Centre is a key opportunity to compensate for this through the provision of new jobs in the commercial services and tourism sectors.

2.0 VISION AND OBJECTIVES

The vision and objectives for the Highpoint Structure Plan reflect the long term strategies of Maribyrnong City Council and are consistent with *Melbourne 2030*. They take into account the needs and aspirations of the community and other key stakeholders, including landowners. The desired outcomes are to be achieved over a long period-up to 25 years-although some parts of the plan will be realised in the shorter term.

The activity centre has significant capacity to achieve a number of desired sub-regional and regional outcomes. Along with the future development of Defence Site Maribyrnong, the redevelopment of existing vacant or underutilised sites within the centre has potential to increase the diversity of uses in the area, meet regional housing objectives and targets, diversify employment opportunities and improve access and connectivity to the local area and region.

Vision

The Highpoint Activity Centre will be a place with high amenity and a mix of vibrant activities that provides for living, working and recreation for people from across the western suburbs. Regional comparison retail will continue to be the primary economic mainstay of the activity centre. The Highpoint Activity Centre has at its heart a town centre, and is defined by visible, bold and high quality architecture. The area is integrated and accessible through a well defined pedestrian, cycle, street and public transport system. The Highpoint Activity Centre has a strong sense of place and respects its heritage, the Maribyrnong River and its spectacular setting¹.

¹The Vision is a culmination of the inputs and desires of the Highpoint community and stakeholders in the area through a series of consultation and design workshop activities.

Strategic Objectives

- Develop a more compact, diverse and sustainable activity centre, incorporating retail and leisure activities, increased business activity and employment, higher density residential accommodation and community infrastructure.
- Unify the activity centre by establishing strong north-south and east-west movement spines and creating a new civic hub and public transport interchange at its heart.
- Establish a network of inviting pedestrian and cycle routes within the activity centre and extending beyond it, addressed by development and containing high quality streetscapes.
- Mend the edges of the activity centre by developing its underutilised land and providing enhanced links with its surroundings
- Increase the use of sustainable travel modes for access to and circulation around the activity centre by improving walking, cycling and public transport provision and diversifying land use.
- Enhance the public realm within the activity centre by providing new, high amenity public spaces that meet a variety of community needs and are well linked to each other and nearby public spaces.
- Cater for population growth, demographic change and evolving lifestyle preferences through the provision of high-density housing within the activity centre.
- Increase employment within the activity centre through the provision of commercial development.

3.0 DEVELOPMENT FRAMEWORK PLAN

Strategic Objectives

Develop a more compact, diverse and sustainable activity centre, incorporating retail and leisure activities, increased business activity and employment, higher density residential accommodation and community infrastructure.

Establish a network of inviting pedestrian and cycle routes within the activity centre and extending beyond it, addressed by development and containing high quality streetscapes.

The Development Framework Plan, shown in Figure 3 below, illustrates the key land use, infrastructure and built form directions of the Structure Plan.



Figure 3: Development Framework Plan

The key land use, infrastructure and built form directions of the Structure Plan are:

Directions

- D1.** Support growth of retail activity to retain the regional comparison retailing role of Highpoint Shopping and Entertainment Centre, expand local convenience retailing and increase retail and entertainment sector employment.
- D2.** Support development of office accommodation to increase employment, compensating for the decline in manufacturing jobs in the area.
- D3.** Support development of residential accommodation throughout the activity centre to increase housing diversity and enhance the vitality of the centre for longer periods of the day.
- D4.** Locate community and civic spaces, facilities and services at the heart of the centre and close to public transport, to contribute to the role of the centre as a community focal point and maximise accessibility.
- D5.** Encourage increased development densities, to support enhanced community facilities, longer hours of operation and increased use of sustainable travel modes.
- D6.** Support development with vertically-mixed uses to increase diversity and compactness.
- D7.** Encourage extended hours of activity within the centre to promote public safety, amenity and vibrancy during the day and night.
- D8.** Establish major pedestrian-friendly north-south and east-west movement spines within the centre and create a new focal point and public transport interchange adjacent to Rosamond Road at the heart of the centre, to better integrate the precincts with each other and their surroundings, and facilitate intensification over time.
- D9.** Locate vehicular entry points to the centre around its edges, to minimise the intrusion of vehicles within the centre.
- D10.** Establish attractive pedestrian routes into the centre at key points of arrival, to encourage walking as a mode of access.
- D11.** Require new development to extend to and address street frontages, particularly along Rosamond Road, to create a coherent, compact, walkable and safe centre.
- D12.** Encourage the development of distinctive and high quality 'landmark' buildings at key points of arrival at the centre, to contribute to legibility and a distinctive sense of place.
- D13.** Support contemporary and innovative building design, to ensure high quality design outcomes.
- D14.** Require new development to achieve high standards of environmental sustainability in terms of design, construction and operation, to help achieve Council's goal for carbon neutrality by 2020.
- D15.** Establish a coordinated suite of landscaping, street furniture, lighting and signage within the centre's streetscapes, to contribute to an attractive and functional public realm.

The directions provide an approach for managing the development of the activity centre. The following themes outline strategies for action.

4.0 STRATEGIES

UNIFYING THE CENTRE



Figure 4: Proposed focal point and primary cross-routes

Strategic Objective

Unify the activity centre by establishing strong north-south and east-west movement spines and creating a new focal point at its heart.

Creating a new focal point at the heart of the centre—where the proposed new east-west spine intersects with Rosamond Road—will help unify it by ‘stitching’ these precincts together. The incorporation of a public plaza, public transport interchange (see Fostering sustainable

travel) and major attractions will strengthen its role and contribution to the identity of the centre.

Rosamond Road and the east-west spine will also play key roles in integrating the centre’s disparate precincts by forming strong movement routes through the centre, particularly by foot, cycle and public transport. They will be reinforced by high quality streetscapes and active edges.

These strategies will be qualified by the recommendations of the Integrated Transport Strategy.

Strategies

- S1.** Establish a major public plaza animated by a mix of uses at the heart of the activity centre, to create a vibrant community focal point.
- S2.** Locate community uses such as a new library around the proposed public plaza, to reinforce its role as a community focal point.
- S3.** Reconfigure Rosamond Road to discourage through traffic, provide for public transport and enhanced pedestrian facilities, and to create a more pedestrian-friendly ‘mainstreet’ character.

- S4.** Encourage mixed-use development along Rosamond Road with active frontages and office or residential uses above, to provide a more vibrant ‘mainstreet’ character.
- S5.** Encourage the creation of a major new east-west pedestrian-friendly movement spine across the activity centre, to better integrate its precincts with each other and their surroundings, and facilitate intensification over time.

See also Strategy S10 (public transport interchange)

MENDING THE EDGES



Figure 5: Underutilised edges and key link opportunities

Strategic Objective

Mend the edges of the activity centre by developing its underutilised land and providing enhanced links with its surroundings.

The edges of Highpoint Activity Centre currently contain vacant land, surface car parking and single-level development, which represent an underutilisation of land

in an activity centre. The underutilised land disconnects the centre from its surroundings, discouraging the local community from walking or cycling to it by presenting an unattractive and impermeable 'barrier' around the centre. Developing this land more intensively and incorporating links between the centre and its surroundings will help to integrate the centre into the community.

Strategies

- S6.** Encourage more intensive redevelopment of underutilised land at the edge of the activity centre, to contribute to a more compact and vibrant centre.
- S7.** Encourage development at the edge of the centre to address surrounding streets and implement measures to reduce the visual impact of car parking, with preference for hidden on-site car parking, to support a high quality public realm.
- S8.** Require development at the edge of the centre to incorporate legible links between the centre and surrounding streets, including improved road access, to improve the integration of the centre with its surroundings.

FOSTERING SUSTAINABLE TRAVEL

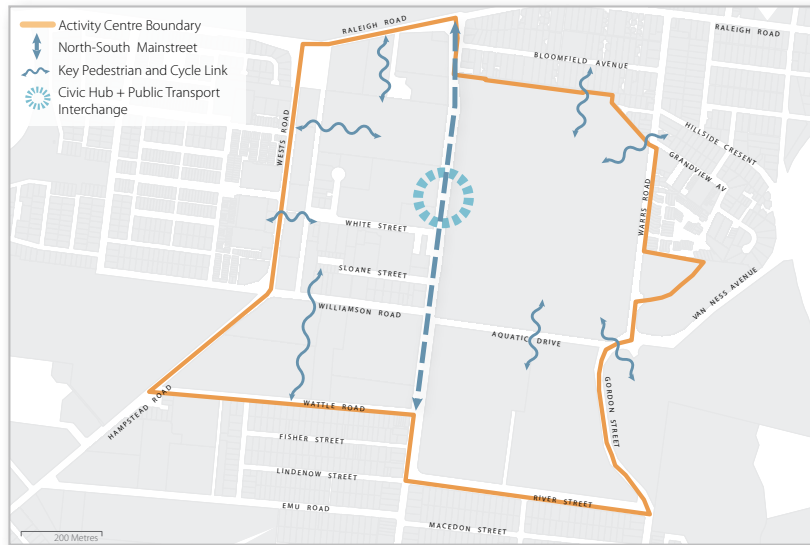


Figure 6: Key sustainable travel initiatives

Strategic Objective

Foster the use of sustainable travel modes for access to and circulation around the activity centre by improving walking, cycling and public transport provision and diversifying land use.

Melbourne 2030 seeks to increase the proportion of travel undertaken by 'sustainable modes', including walking, cycling and public transport.

Highpoint Activity Centre is a significant destination and trip generator. However, despite a strong bus culture in the region and a tram route serving the centre, it is primarily accessed by car. The ability to 'unlock' substantial development in the centre will rely on significantly increasing the share of trips undertaken by sustainable modes.

A comprehensive 'Integrated Transport Strategy' is

needed to assist Council, the state government and interested parties in understanding the transport and access implications of potential development patterns in the activity centre. This will need to take into account a number of major transport and development projects under consideration in the wider area, including heavy rail options, which will influence the opportunities for sustainable travel to and around the centre.

Greater use of sustainable modes to access the centre can be achieved by improving facilities for these modes and enhancing public transport service levels. The key facilities to achieve this will be the public transport interchange and community focal point at the heart of the centre. Increasing the number of dwellings within walking and cycling distance of the centre will also assist in achieving this aim.

These strategies will be qualified by the recommendations of the Integrated Transport Strategy.

Strategies

- S9.** Develop an Integrated Transport Strategy for the centre, taking into account potential major transport and development projects in the wider area, to provide a long term plan for transport infrastructure and requirements to improve access and circulation, to define ways to realise the transport related strategies in the Structure Plan and to outline a contribution-based model for funding and provision.
- S10.** As part of the development of the activity centre, incorporate a public transport interchange at its heart to improve modal integration for bus, tram and taxi passengers.
- S11.** Reconfigure Rosamond Road to incorporate a dedicated tram and bus corridor and enhanced

cycle facilities, to support more sustainable travel modes.

- S12.** Support the delivery and operation of improved public transport to the centre, including Smart Bus services, to encourage increased use of public transport.
- S13.** Improve provision and wayfinding for walking and cycling throughout and leading to the centre, to encourage use of these modes for access and circulation.
- S14.** Encourage the development of residential accommodation in and around the centre, to increase the number of people who can comfortably walk and cycle to it.

ENHANCING THE PUBLIC REALM

Strategic Objective

Enhance the public realm within the activity centre by providing new, high amenity public spaces that meet a variety of community needs and are well linked to each other and nearby public spaces.

The public realm provides the 'stage' for social interaction, a key to successful activity centres. Public spaces also foster a sense of place and identity through the facilitation of memorable experiences.

Highpoint Activity Centre contains a range of publicly-accessible spaces, including Robert Barrett Reserve, Maribyrnong Secondary College and the malls and spaces within the Highpoint Shopping and Entertainment

Centre. There is also an extensive range of public spaces around the centre, including Pipemakers Park, Thompson Reserve and the Maribyrnong River.

However, most of the spaces within the Shopping and Entertainment Centre are very similar in character. Many of the other spaces are underutilised due to their lack of facilities and supportive design. Further, links between the spaces within the centre are generally car-dominated, and they are not well physically or visually connected to the spaces around the centre. This inhibits walking as a means of accessing and moving around the centre. Therefore, the Structure Plan promotes additional public spaces, enhancements to existing spaces and improved connections between them.

Strategies

- S15.** Encourage the creation of new public spaces within the activity centre, including a major new plaza at its heart, to provide social recreation opportunities for visitors, staff and residents.
- S16.** Encourage the provision of inviting, pedestrian-friendly links between public spaces within the activity centre and with nearby public spaces, to encourage people to walk to and around the centre.
- S17.** Encourage the creation of public places and landscaping along the proposed east-west spine and its extension to the Maribyrnong River, to create an attractive 'greenway' through the centre.
- S18.** Enhance riverside facilities and activities (including boating), to provide increased opportunities for public use.
- S19.** Create view corridors between the activity centre and the Maribyrnong River valley and central Melbourne skyline, to capitalise on their ability to contribute to the centre's identity.

ADDRESSING HOUSING NEEDS

Strategic Objective

Cater for population growth, demographic change and evolving lifestyle preferences through the provision of high-density housing within the activity centre.

Activity centres represent an important opportunity to meet the housing needs of a growing community and specific demands and lifestyle preferences for more urban and compact housing choices, without adversely affecting the character and amenity of established residential neighbourhoods.

The only dwellings within the Highpoint Activity Centre at present are those along Wests Road. However, substantial potential exists for more residential accommodation in the centre, particularly at its edges

and above shops and offices. Additional open space will be needed within the activity centre to provide for new residents' recreation needs.

The wider suburb of Maribyrnong has seen a number of significant residential developments in recent years, resulting in nearly 1000 additional dwellings since 2001. A further 2,900 dwellings are expected to be provided by the development of Defence Site Maribyrnong, just north of the activity centre. Other significant residential development opportunities near the centre include the Hampstead Road area and Edgewater. Some incremental redevelopment may also occur in established residential areas. Inviting pedestrian links are required to encourage the residents of these developments to walk to the centre.

Strategies

- S20.** Identify and promote opportunities for the development of higher-density housing within and around the activity centre, particularly on government-owned land, to broaden housing diversity and provide places to live close to jobs, services and amenities.
- S21.** Identify and promote opportunities for affordable and public housing within and around the activity centre, particularly on government-owned land, to meet community needs and contribute to a broad social mix.
- S22.** Ensure development at the edges of the activity centre is sensitive to the form of neighbouring residential areas, to protect their character.
- S23.** Encourage medium-density residential development along the eastern edge of the Highpoint Shopping and Entertainment Centre, to provide an appropriate interface with Warrs Road.
- S24.** Require the provision of additional open spaces appropriate to an activity centre to cater for new residents within the centre.
- S25.** Enhance pedestrian links to the activity centre from surrounding residential areas, to encourage walking as a means of access.

INCREASING EMPLOYMENT

Strategic Objective

Increase employment within the activity centre through the provision of commercial development.

Activity centres represent an important opportunity to provide jobs that are easily accessible and close to supporting amenities.

The Highpoint area is a key employment node in the Western Region, with approximately 5,300 jobs in 2006. Highpoint Activity Centre contained 3,500 jobs in 2006, primarily in the retail and entertainment sectors, along with some industrial jobs. However, substantial potential exists for increased commercial development offering

jobs in the professional services sector. This would help to compensate for the loss of manufacturing jobs in the region.

Additional employment would also bring twin benefits in terms of commuter travel. It would provide increased opportunities for local residents to work in the area, reducing congestion associated with journeys in and out of the area for work during commuter peaks. Further, increased numbers of people commuting to the centre for work would help to support enhanced public transport services.

Strategies

- S26.** Identify and promote opportunities for commercial development, to increase the number of jobs in the activity centre.
- S27.** Identify and promote opportunities for mixed-use development incorporating office accommodation, to increase the number of jobs in the activity centre.
- S28.** Promote live/work/play opportunities within the activity centre to encourage a more appropriate balance between travel to and from the Highpoint area for work.

5.0 PRECINCTS



Figure 7: Precincts

The Highpoint Activity Centre contains seven precincts, each with a distinct land use and/or built form character. These are illustrated in Figure 7.

The following sections identify key opportunities to help realise the vision for the centre within each precinct. Further work is needed to develop more detailed concepts for some of these opportunities through precinct plans and site masterplans or other appropriate tools.

RETAIL CORE

The retail core comprises the Highpoint Shopping and Entertainment Centre and the bulky goods retail area, including the Homemaker Centre, Bunnings, Officeworks, Harvey Norman and the ten pin bowling centre. It will remain the focus of retail use within the activity centre. However, there is potential for it to provide a stronger community focal point and be better connected across Rosamond Road and with surrounding precincts. An altered tram route may have implications for the design of the town centre, the function of part of Rosamond Road, and the location of access points to the retail core.



Figure 8: Retail core opportunities

Opportunities

- 01.** Develop a major public plaza on Rosamond Road at its intersection with the proposed east-west spine.
- 02.** Create direct pedestrian connections between the Highpoint Shopping and Entertainment Centre's internal mall and adjoining precincts, incorporating some open-air elements, with particular emphasis on the development of a major east-west spine.
- 03.** Create new streets as part of future development.
- 04.** Investigate the feasibility of realigning tram route 82 to pass along Rosamond Road and through the bulky goods retail area.
- 05.** Develop another department store within the Highpoint Shopping and Entertainment Centre.
- 06.** Broaden the retail offer at the Highpoint Shopping and Entertainment Centre to include more local convenience and food and grocery outlets.
- 07.** Create family-friendly precincts within the Highpoint Shopping and Entertainment Centre.
- 08.** Develop a landmark building at the heart of the activity centre.

OPEN SPACE, RECREATION AND EDUCATION

The open space, recreation and education precinct comprises the Maribymong Secondary College and associated playing fields, Robert Barrett Reserve and the Maribymong Aquatic Centre. The key goal for this precinct is to improve its integration with the rest of the activity centre. It is anticipated that there will be some development within this precinct although its land uses are envisaged to remain.



Figure 9: Open space, recreation and education precinct opportunities

Opportunities

- 09.** Improve connections between the Highpoint Shopping and Entertainment Centre, Aquatic Centre and Maribymong Secondary College.
- 010.** Provide a pedestrian crossing of Gordon Street linking the Highpoint Shopping and Entertainment Centre with Thompson Reserve and Pipemakers Park.
- 011.** Improve the public realm along Aquatic Drive and enhance the main southern entry to the Highpoint Shopping and Entertainment Centre.
- 012.** Provide inviting pedestrian routes between the activity centre and public transport stops and established residential areas to its south.

NORTH AND EAST EDGES

The northern and eastern edges of the Highpoint Shopping and Entertainment Centre are currently the least active parts of the activity centre. However, they have the potential to contribute to its compactness and diversity, and provide better integration with the adjoining residential neighbourhoods.



Figure 10: North and east edges opportunities

Opportunities

- O13.** Create a loop road around the northern and eastern edges of the Highpoint Shopping and Entertainment Centre.
- O14.** Create pedestrian links between the Highpoint Shopping and Entertainment Centre and adjoining residential neighbourhoods.
- O15.** Develop new mixed-use buildings fronting the loop road, along both sides where possible.
- O16.** Develop low-rise, predominantly residential development along the east edge of the activity centre addressing Warrs Road.
- O17.** Develop a landmark building near the corner of Gordon Street and Aquatic Drive.

RALEIGH ROAD

The Raleigh Road precinct is bounded by Wests Road, Raleigh Road, Rosamond Road and the Homemaker Centre. It currently contains Kennards Self Storage and the Australian Government Printers site. This precinct is considered to be under-developed, with potential for intensification to increase the compactness and diversity of the centre, provide employment opportunities and enhance the public realm.

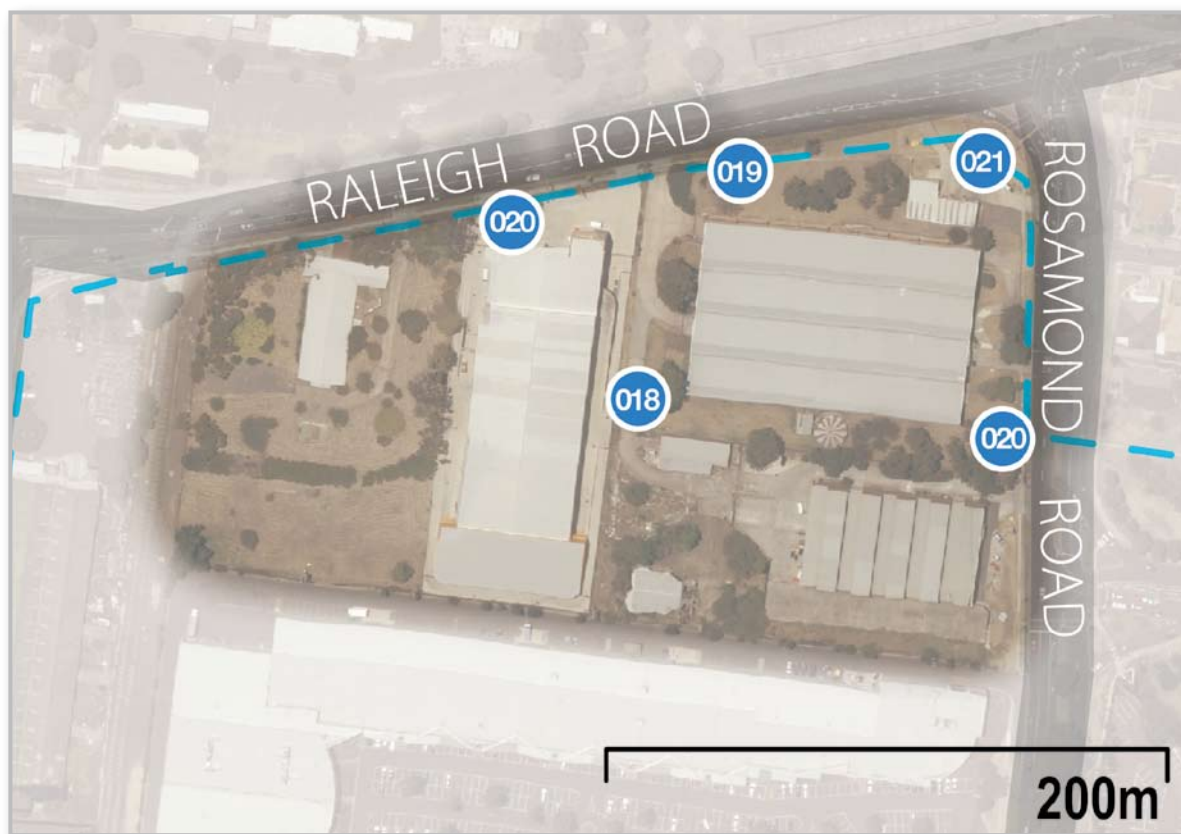


Figure 11: Raleigh Road precinct opportunities

Opportunities

- O18.** Create a north-south pedestrian link between Raleigh Road and the Homemaker Centre.
- O19.** Develop employment uses along Raleigh Road.
- O20.** Develop building frontages to the surrounding streets.
- O21.** Develop a landmark building at the corner of Raleigh Road and Rosamond Road.

WESTS ROAD

The Wests Road precinct lies between Wests Road and the tram reserve. It currently contains medium-density housing and a childcare centre.



Figure 12: Wests Road precinct opportunities

Opportunities

- 022.** Create additional links into the activity centre from Wests Road.
- 023.** Enhance the Wests Road streetscape.
- 024.** Develop new medium-density, mixed-use buildings, with commercial uses at ground floor and commercial or residential uses above.
- 025.** Develop building frontages to Wests Road.

CAULSON CLOSE

The Caulson Close precinct lies between the tram reserve and bulky goods retail area. It currently contains light industrial, wholesale, warehousing and distribution uses. This precinct offers a key opportunity to improve the permeability of the centre through the extension of Caulson Close to the north.



Figure 13: Caulson Close precinct opportunities

Opportunities

- 026.** Extend Caulson Close to the Homemaker Centre.
- 027.** Extend White Street to Wests Road and enhance its pedestrian and cycle provision.
- 028.** Develop new higher-density buildings with commercial uses at ground floor level and commercial or residential uses above.
- 029.** Develop building frontages to the surrounding streets.

WILLIAMSON ROAD

The Williamson Road precinct lies between White Street and Wattle Road. It currently contains light industrial and bulky goods uses, including the site of the planned new Bunnings store, and a large vacant site. This precinct is considered to be under-developed, with potential for intensification to increase the compactness and diversity of the centre, provide employment opportunities and enhance the public realm.



Figure 14: Williamson Road precinct opportunities

Opportunities

- 030.** Create new links between Williamson Road and Wattle Road, and between Williamson Road and Sloane Street.
- 031.** Enhance the Williamson Road streetscape.
- 032.** Develop new higher-density and mixed-use buildings, potentially involving site consolidation.
- 033.** Develop building frontages to Williamson Road.
- 034.** Develop landmark buildings at the intersections of Williamson Road with Wests Road and Rosamond Road.

6.0 IMPLEMENTATION

A detailed Implementation Plan will be prepared to define the actions required to implement the Structure Plan, including their timing, cost, dependencies, the parties responsible for undertaking them and key stakeholders.

Many of the outcomes outlined in the Structure Plan are related to private development. Therefore, the Structure Plan will be used to guide the assessment of planning applications. It is also intended that developers will use it to guide the preparation of their own plans. The strategies contained within the Structure Plan are sufficiently broad-brush to allow flexibility and scope for innovation in the way that individual projects respond to them.

The priority actions required to implement the Structure Plan include:

- In partnership with the State government, commission a “*Development demand and capacity analysis*” for the activity centre.
- In partnership with the state government, VicRoads and GPT, commission an *Integrated Transport Strategy according to the Integrated Transport Strategy Consultancy Brief 2008*, to determine the preferred pattern and scale of development for the activity centre and the transport requirements of that development.
- GPT to carry out detailed master planning of the Highpoint Shopping and Entertainment Centre in response to this Structure Plan and the Integrated Transport Strategy.
- Subject to the recommendations of the Integrated Transport Strategy, investigate the feasibility of the proposed tram route realignment in consultation with the Public Transport Division, bus and tram operators, land owners and Vic Roads.
- Prepare an Urban Design Framework for the proposed new focal point at the heart of the activity centre, incorporating a public transport interchange, public plaza and east-west spine, and responding to the Integrated Transport Strategy.

Other actions required to implement the Structure Plan will include:

- A review of Maribyrnong Planning Scheme controls for the Highpoint Activity Centre in conjunction with the state government to ensure they facilitate an appropriate range of land uses.
- A planning scheme amendment to introduce new zoning controls and planning policies to govern the development of the centre.
- Capital works projects to improve the public realm and provide new public facilities.
- Further studies, such as urban design frameworks for each precinct and a Development Contributions Plan.
- Promotion and awareness programs to encourage changes of behaviour such as the use of more sustainable travel modes and business practices.
- The establishment of a partnership of stakeholders to coordinate the development and management of the activity centre.

The priority attached to each action will be based on:

- Its capability of implementation
- The timing of associated works
- Its effectiveness in meeting the strategic objectives of the Structure Plan
- Its cost effectiveness
- Funding availability

Effective implementation of the Structure Plan will rely on strong partnerships between Council, state government and key landowners. Therefore, it is intended that the Project Steering Group and Project Advisory Committee established for the preparation of this Structure Plan continue to steer and advise on its implementation. This will also capitalise on the momentum created by the preparation of the Plan.

7.0 MONITORING AND REVIEW

The implementation of the Structure Plan will be monitored annually to measure progress and ensure appropriate resources are being applied to its realisation. This will include Council budget allocations and support from state government departments.

The Structure Plan itself will also be reviewed every four years to ensure it remains relevant and to identify any changes required to respond to new trends or changing circumstances.

