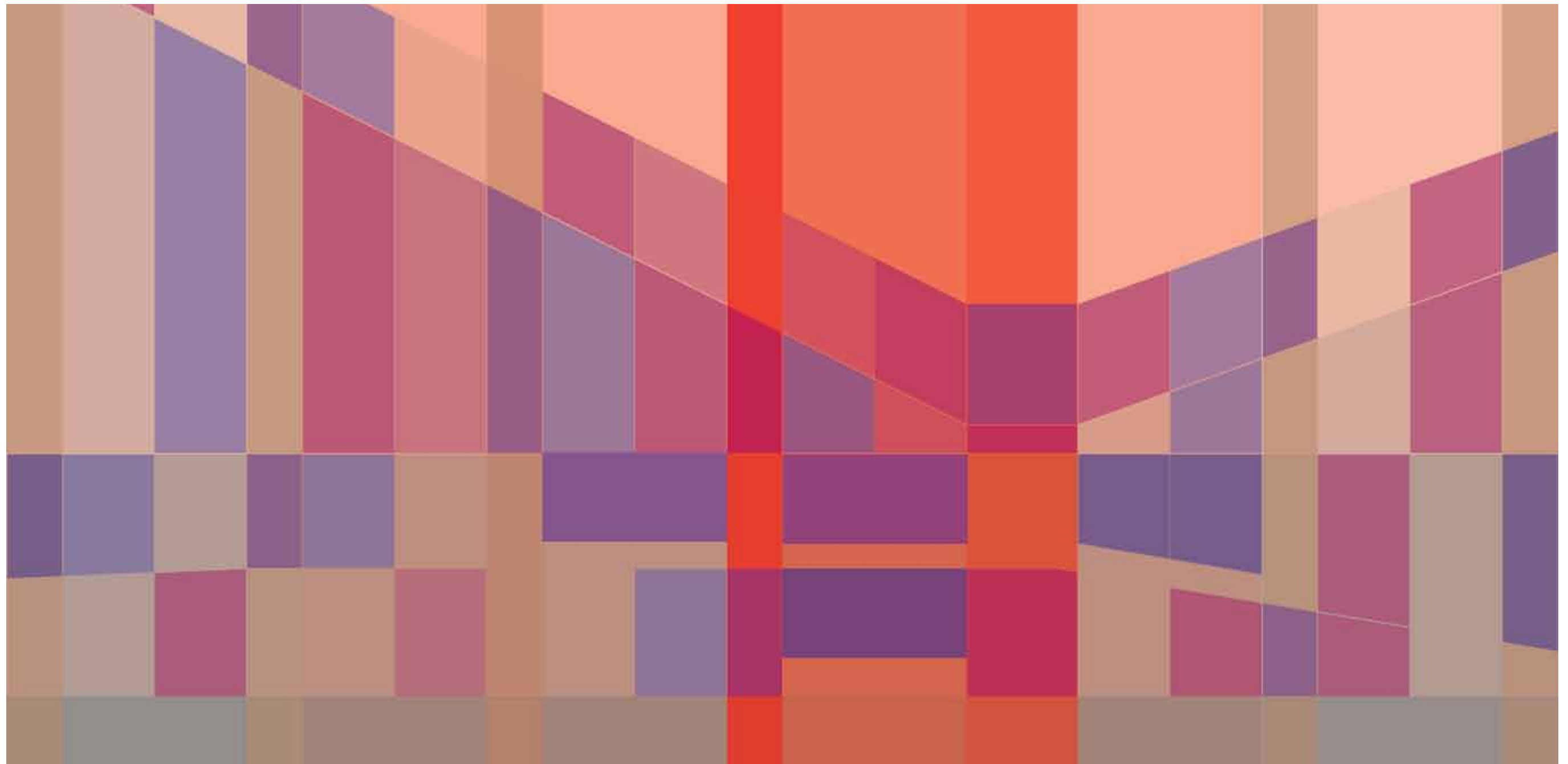


# MILDURA MURRAY

## Riverfront Central Precincts Feasibility



Mildura Rural City Council



FEBRUARY 2010

04

IMPLEMENTATION REPORT

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suters



ARUP



On behalf of:



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02 CONCEPT

03 FEASIBILITY

04 IMPLEMENTATION

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IMPLEMENTATION REPORT

# Contents

Preface	1	4.4.4	Railway Gardens	16	8.4	Waterways Management Strategy	32
Executive Summary	2	4.4.5	Commercial and Transport Interchange Centre	17	8.5	Cultural Heritage Management Plan	33
1.0 Project Control	4	4.4.6	Visitor Accommodation and Convention Centre	17	9.0	Consultation	34
1.1 Formation of Implementation Group	5	4.4.7	Residential Development	17	9.1	Consultation and Engagement Action Plan	35
1.2 Implementation Group Responsibilities	5	4.4.8	Carriage Shed and Market Square	17	10.0	Summary of Key Actions	36
1.3 Project Control and Affiliations	6	5.0	Economic Opportunities	18	References		38
1.4 Universal Code of Conduct	6	5.1	Priority Zone 1 Implementation Costs	20	Acknowledgements		39
2.0 Land Tenure	8	5.2	Items of Priority Zone 1	21			
2.1 Land Tenure and Acquisition to be resolved	9	6.0	Tourism and Marketing Actions	22			
3.0 Planning and Statutory Control	10	7.0	Design Excellence Strategy	24			
3.1 Land Rezoning	11	8.0	Strategies and Plans	26			
3.2 Planning Scheme Amendment Process	11	8.1	Sustainability Action Plan	26			
4.0 Development Strategy	12	8.2	Public Domain Strategy	30			
4.1 Staging Zones	13	8.3	Transport, Traffic and Parking Strategies	30			
4.2 Staging Components	14	8.3.1	Traffic Impact Report	30			
4.3 Action Plan for Built Works	15	8.3.2	Rail Strategy Report First Steps	31			
4.4 Action Plan for Developable Components	16	8.3.3	Transport and Parking Strategy Report	31			
4.4.1 General Works	16	8.3.4	Pedestrian and Bicycle Strategy Report	31			
4.4.2 Cultural Centre	16						
4.4.3 Riverpark	16						

# Preface

The Mildura Riverfront Central Precincts Feasibility assesses and develops the Mildura Riverfront 2005 Masterplan. The purpose of this further investigation is to provide a strategic basis to secure the proposed outcomes for both the Central Precincts and the entire Mildura riverfront. New opportunities have arisen since the 2005 Masterplan’s adoption with the removal of rail freight infrastructure now underway and government funding available to support the preservation of the Murray River.

The feasibility develops the Central Precincts identified in the 2005 Masterplan. Further investigation into the detailed design, feasibility and costing of the necessary public infrastructure to facilitate the identified private sector investment in the Precincts has been undertaken. This includes a detailed scoping analysis and costing of the key development opportunities proposed.

The feasibility process is outlined in five consecutive reports. The 2005 Masterplan is assessed against detailed site investigations, document research completed before and after the Masterplan’s adoption, and an analysis of current trends and issues.

A conceptual framework is then developed utilising the findings of the background assessment. It establishes the design principles to guide and govern the refinement of the Central Precincts Masterplan.

The Masterplan is refined through the design development phase outlining the recommendations for development of the Central Precincts. It presents the ideas behind the overarching vision for the project and a detailed breakdown of its components.

The Central Precincts feasibility recognises the project as unique opportunity within Mildura establishing a high quality mixed-use development of regional benefit. It proposes to maintain the existing qualities of the area, including both the natural elements and built structures, endeavouring to create a vibrant and diverse riverfront that is rich with the social, economic and environmental experiences. It will promote a community that celebrates past, current and future contexts and one that contributes robustly and positively to the development of Mildura and its riverfront.



Images  
Murray River.

# Executive Summary

This report describes the way in which the items of the Central Precincts Masterplan can be delivered within the short, medium, and long term. The aim of this report is to inform Mildura Rural City Council and other key stakeholders of the necessary processes and strategies to implement the vision of the Masterplan.

The Masterplan which is described in detail in Feasibility Report 03, seeks to provide a flexible framework for the ongoing evolution of the Central Precincts area, establishing it as a catalyst project for the Mildura region. This inherent flexibility has been incorporated to account for the unknown nature of market forces and demand. The Masterplan is able to be delivered in a number of ways and should be seen as a 'living document' which is robust enough to respond to changing conditions. Ultimately, the vision is for a exemplar project for Victoria and Australia.

It is expected that the implementation of the Central Precincts Masterplan will be developed incrementally over the next 10-15 years. The priority is to achieve the majority of the public benefit areas within 5 years.

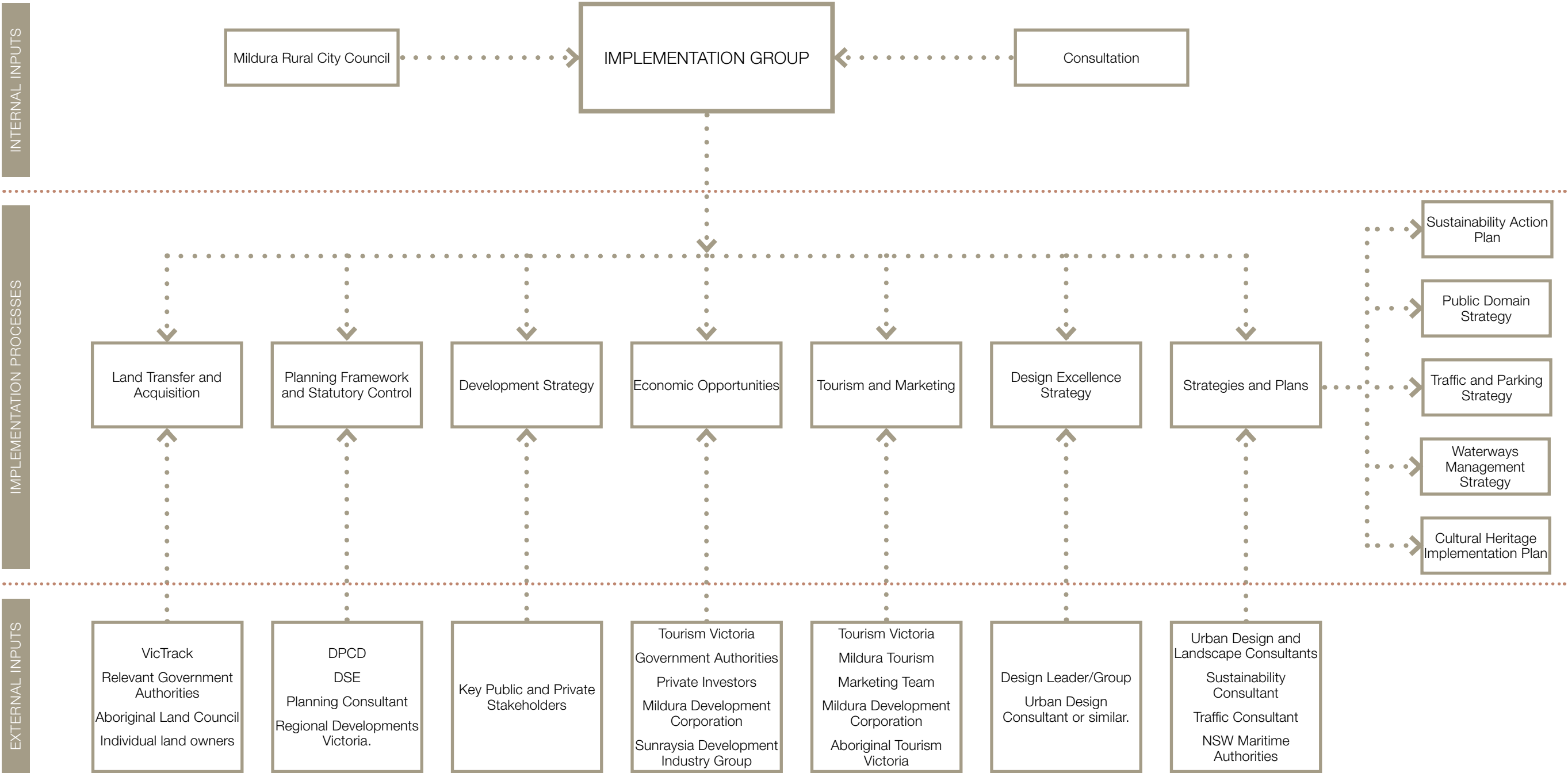
The diagram on the facing page illustrates the strategies to be undertaken and items to be resolved for the implementation of the Central Precincts Masterplan. The most urgent priority is the establishment of an 'Implementation Group' which will be responsible for ensuring all aspects of the Masterplan are executed correctly. The group will primarily consist of those organisations currently involved in the project steering and reference groups with other authorities, consultants, and community members included as required.

Issues and items to be resolved and organised by the Implementation Group include:

- Land Transfer and Acquisition
- Planning and Statutory Control
- Development Strategy
- Economic Opportunities
- Tourism and Marketing Actions
- Design Excellence Strategy
- Various Strategies and Plans

These key areas coupled with the design principles established by the Masterplan will form the basis for the implementation strategy for the Central Precincts development.

Project Implementation Strategy Diagram



# 1.0 Project Control

## Project Priority

Urgent (by end of July 2009)

## Timeframe

Short Term

## Key Contributors

Mildura Rural City Council (MRCC), VicTrack, Tourism Victoria, Department of Sustainability and Environment (DSE), Department of Planning and Community Development (DPCD), Mildura Development Corporation, Regional Developments Victoria (RDV); Indigenous community, local business, residents and developers.

## Summary

It is considered an urgent priority to establish a group that controls all aspects of the Masterplan's implementation. Key roles and responsibilities are to be devised to oversee and manage the various facets of the implementation process. The 'Implementation Group' will consist of members from local Council, various government bodies and community members. A comprehensive and unified team will be required to ensure the vision of the Masterplan is achieved.

The group can provide guidance and oversee the performance of policies, management and operation. The Implementation Group shall be supported by roles that shall encompass operations, communications and finance sectors, and the positions will vary depending upon the demand for the roles during particular stages of the Masterplan implementation process. Ultimately the Implementation Group should consists of a multidisciplinary panel of experts with skills and experience in planning and planning-related fields, such as urban design and architecture, land economics, social research, transport planning and engineering.

The Implementation Group's key objectives are to:

- Act as the mediator and point of contact between MRCC, key stakeholders, the community and State and Federal Governments;
- Ensure that intended public and private design objectives are achieved;
- Provide new and improve old infrastructure to encourage private sector development;
- Create publicly owned and accessible Riverfront Park and Cultural Centre; and
- Make the Riverfront an attractive place to visit, live and work.

## First Steps

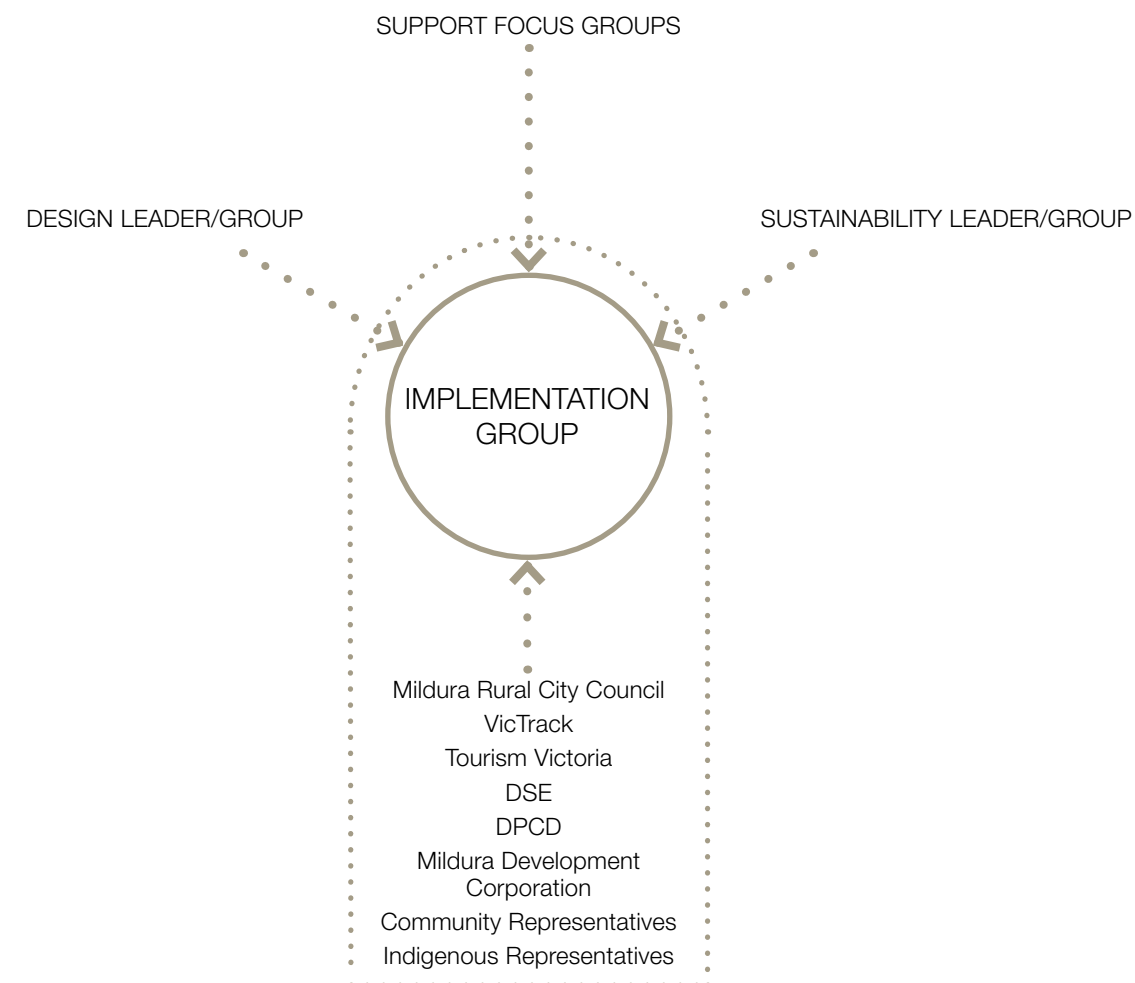
1. Establish the Implementation Group;
2. Negotiate the land transfer and acquisition process;
3. Oversee the implementation of appropriate statutory and planning controls;
4. Pursue public funding and economic opportunities;
5. Market the Central Precinct area for public and private sector development and for Tourism purposes;
6. Deliver a series of relevant plans and strategies.



## 1.1 Formation of Implementation Group

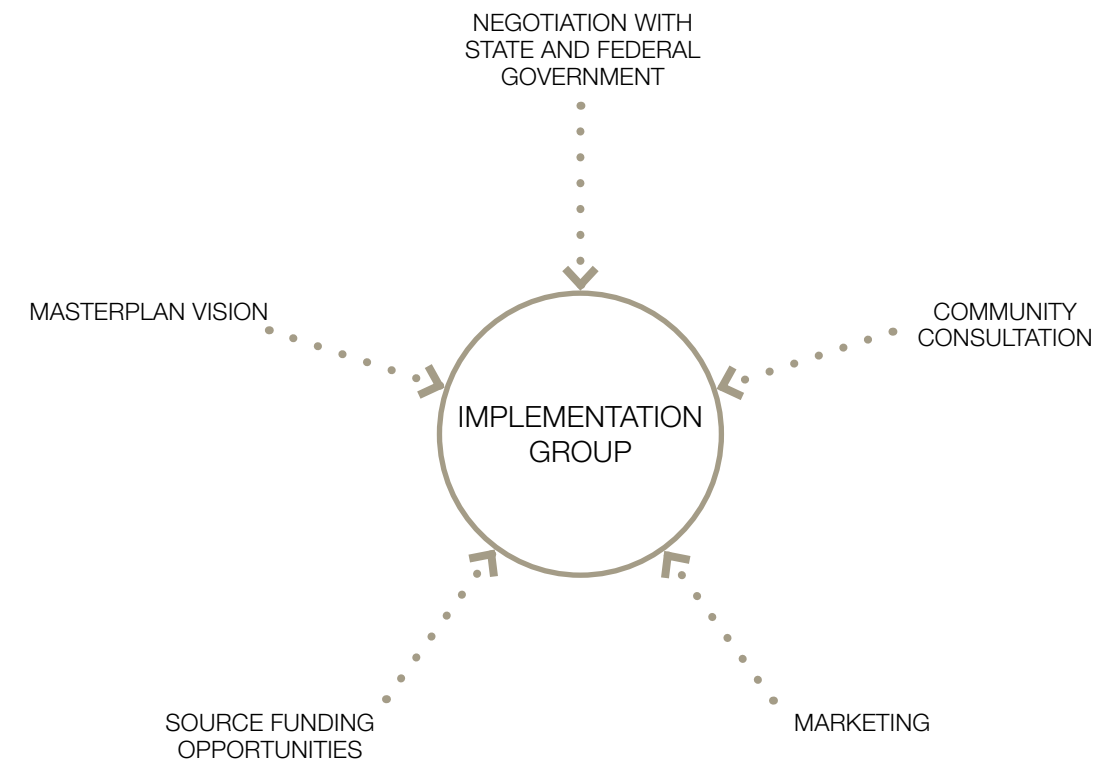
The key contributors to the project's implementation and control include:

- **Implementation Group:** The project control group may comprise of the following people who represent the interests of: MRCC; VicTrack; Tourism Victoria; Department of Sustainability and Environment; Department of Planning and Community Development; Mildura Development Corporation; Regional Developments Victoria (RDV); Sunraysia Development Industry Group; Mildura Tourism; Indigenous community; local business; and residents. There is an opportunity to continue the involvement of members from the current project reference and steering group.
- **Design Leader/Group:** A Design Leader/Group should be appointed to work in conjunction with the Implementation Group to maintain the Masterplan's vision. They will assist the Implementation Group in developing the detailed designs prepared for the individual precincts. This role could be fulfilled by a representative from the Urban Design Unit in Urban Development at the Department of Planning and Community Development.
- **Sustainability Leader/Group:** A Sustainability Leader/Group should be appointed to work in conjunction with the Implementation Group to maintain the Masterplan's vision for a sustainable development (refer to section 7.1 Sustainability Action Plan).
- **Support focus groups:** Various support focus groups will be required to help guide the development of the project.



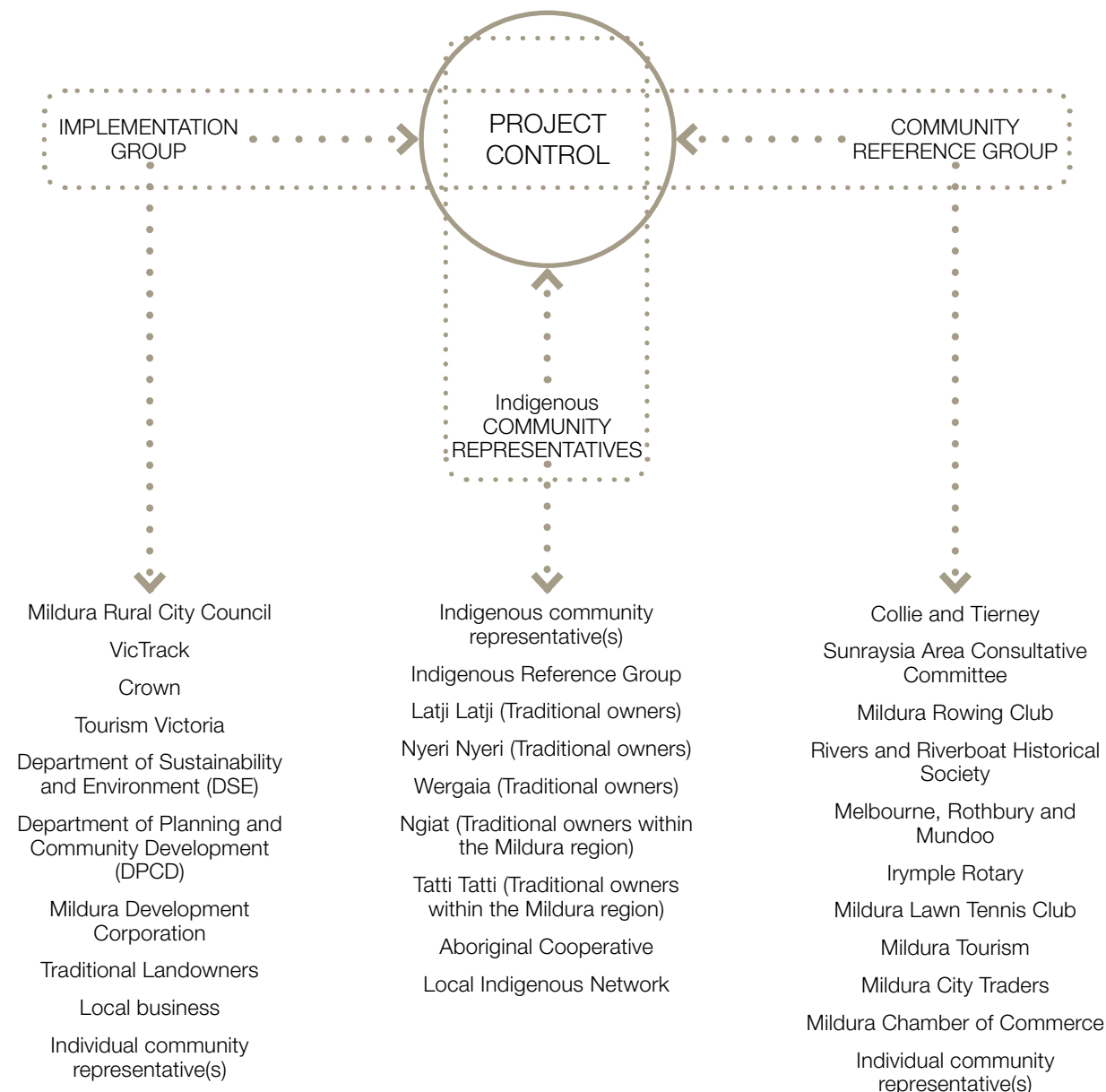
## 1.2 Implementation Group Responsibilities

The following diagram illustrates the main responsibilities of the Implementation Group.



### 1.3 Project Control and Affiliations

There are a range of organisations and groups who will need to be involved in the redevelopment of the Mildura Riverfront Central Precincts for the project to be successful. The following diagram presents a summary of key organisations to be involved along with the governance structures through which they could be engaged. The lists below are not exhaustive and are only intended as an initial guide. It may also be appropriate to establish additional focus/reference groups to examine particular elements of the projects implementation in more detail (e.g. landscape design, waterways management etc).

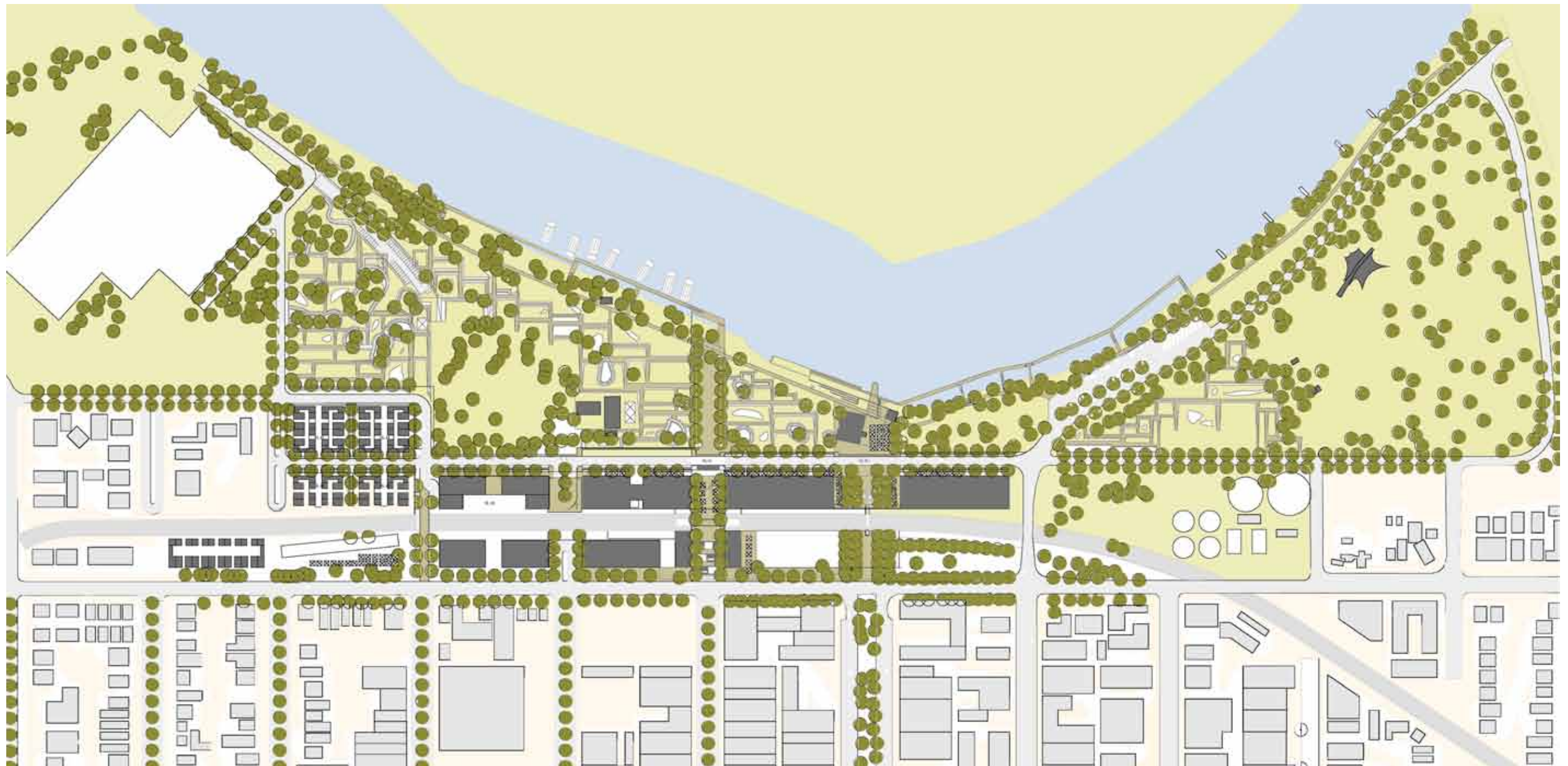


### 1.4 Universal Code of Conduct

A universal Code of Conduct is recommended for all groups assigned to the project, a sample of which is provided below. Professional facilitation should be considered where effective decision-making requires impartial leadership and where moderation may be needed. Terms of Reference will also need to be clearly outlined for each group to clarify their responsibilities and define the objectives of the group.

At all meetings conducted as part of the Mildura Riverfront Central Precincts redevelopment, participants should be required to adhere to the following Code of Conduct:

- All individuals participating in meetings will be treated with dignity, honoring their uniqueness and value. There will be no tolerance for abuse, the use of derogatory remarks, personal insults, threats or any form of discrimination.
- Participants must deal with each other in an open, honest and respectful fashion.
- Participants will respect the views of others and allow others the opportunity to speak without interruption.
- Participants are expected to conduct business in an inclusive way.
- Meeting participants are expected to be constructive and represent the interests of the community rather than individual constituencies.
- Participants are expected to have completed the necessary advance preparation for meetings, and be prepared to dedicate sufficient time and energy to the successful conduct of the project.
- Participants should arrive on time for meetings and stay for the duration of the meetings.
- Communication in meetings will be clear, timely, concise, to the topic and avoid indecorous language and/or reference to personalities.
- Participants will recognise and respect the role of the meeting facilitator or chairperson in ensuring the proper conduct of meetings.
- Individual participants will not seek to dominate proceedings.
- If the facilitator or chairperson of a meeting believes that a participant is in breach of the Code of Conduct, he or she will request the individual to withdraw from the meeting and the individual may be suspended from further participation.



## 2.0 Land Tenure

### Project Priority

High

### Timeframe

Short Term

### Key Contributors

Implementation Group, Mildura Rural City Council, VicTrack, Government Authorities, Aboriginal Land Council, private land owners.

### Summary

For the implementation of the Central Precincts Masterplan, it is necessary for all existing land tenure issues to be resolved. The public ownership of key sites is an important mechanism for encouraging the desired environmental, built form, community and economic outcomes for the Mildura riverfront.

Areas within the Masterplan will require consultation between landowners and the Implementation Group. These land tenure issues must be resolved for the development of both public and private outcomes.

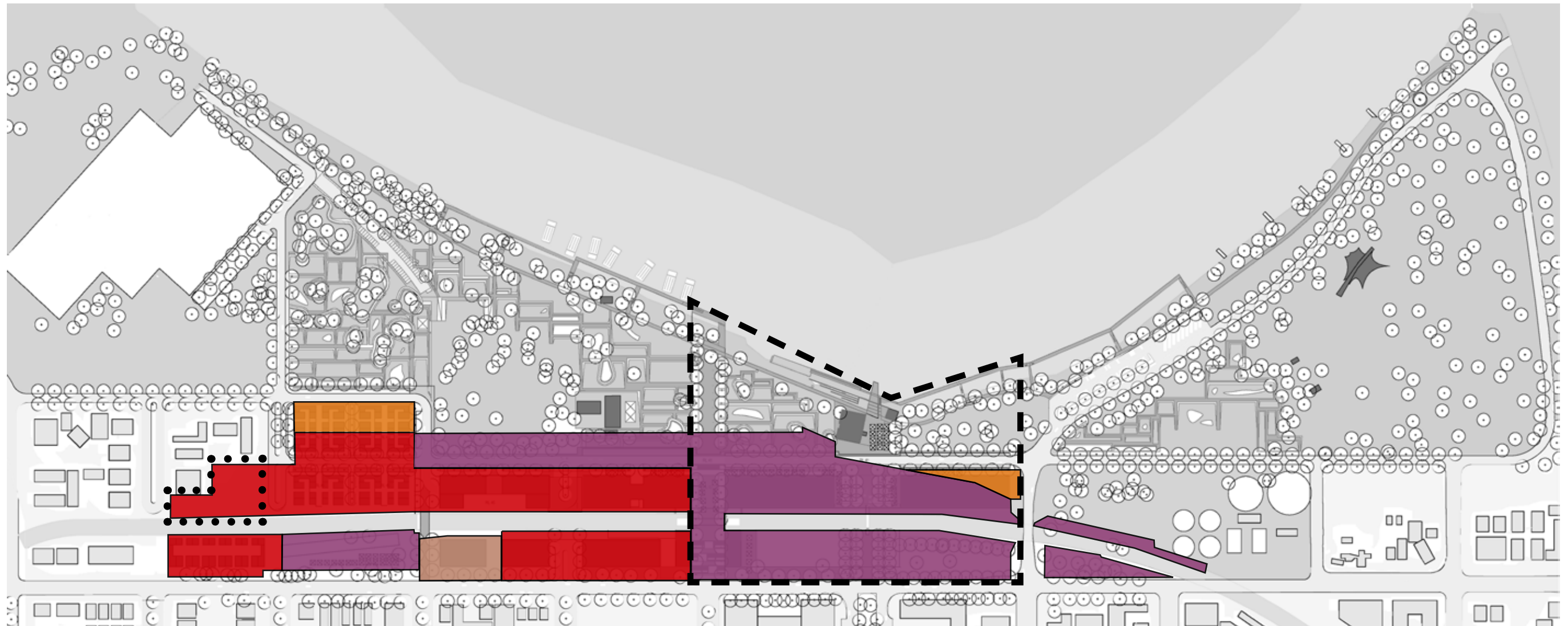
Additionally, costs and funding for public land acquisition must be resolved quickly to ensure that the Masterplan implementation process is commenced immediately.

### First Steps

1. Consultation and negotiation between landowners and authorities;
2. Assessment and valuation of land values;
3. Pursue public funding opportunities for the purchase of land;
4. Undertake necessary subdivision and land titling;
5. Formalisation of offers and contracts of sales;
6. Resolve property boundary interfaces between sites.



## 2.1 Land Tenure and Acquisition to be resolved



## 3.0 Planning and Statutory Control

### Project Priority

Medium-High

### Timeframe

Short Term

### Key Contributors

Implementation Group, Mildura Rural City Council, Department of Planning and Community Development (DPCD), planning consultant, Regional Developments Victoria.

### Summary

The Central Precincts Masterplan addresses a range of planning challenges and opportunities as a strategic document. Feasibility Report 03 outlines the general design principals to instruct development for the Central Precincts ensuring an all encompassing vision and theme is maintained. As such, it is important that the Masterplan is supported by MRCC's planning instruments to further develop the detail of design parameters in accordance with this design vision. Therefore it is recommended that a zoning and planning scheme amendment process be undertaken. These statutory controls will provide a range of planning controls that apply to particular sites, including: limits; on building heights; alignments; setbacks; floor space ratios; car parking provisions; material finishes etc. These statutory controls shall be in accordance with the visions of the Masterplan.

Section 1.13 of the Feasibility Report 03 identified that rezoning of lands will be required to implement the Masterplan. It also outlined a number of options as to how the rezoning and amendment to the planning scheme might be approached. A possible scenario for rezoning is shown in the following flow chart and diagram. This option would see a combined PPRZ and CDZ1 established over the site, and involves the incorporation of the Masterplan into the Planning Scheme (IPO). The open space components of the site where no development is considered appropriate could be zoned in the usual way (PPRZ) with the balance of the site being covered by a CDZ1 zone.

The project is considered to benefit from this approach given the size of the site, the unique opportunities, number of owners and stakeholders. The incorporated plan allows for a unified approach to the site and provides opportunity for stakeholder consultation. The IPO also provides flexibility to deal with unique opportunities should they arise.

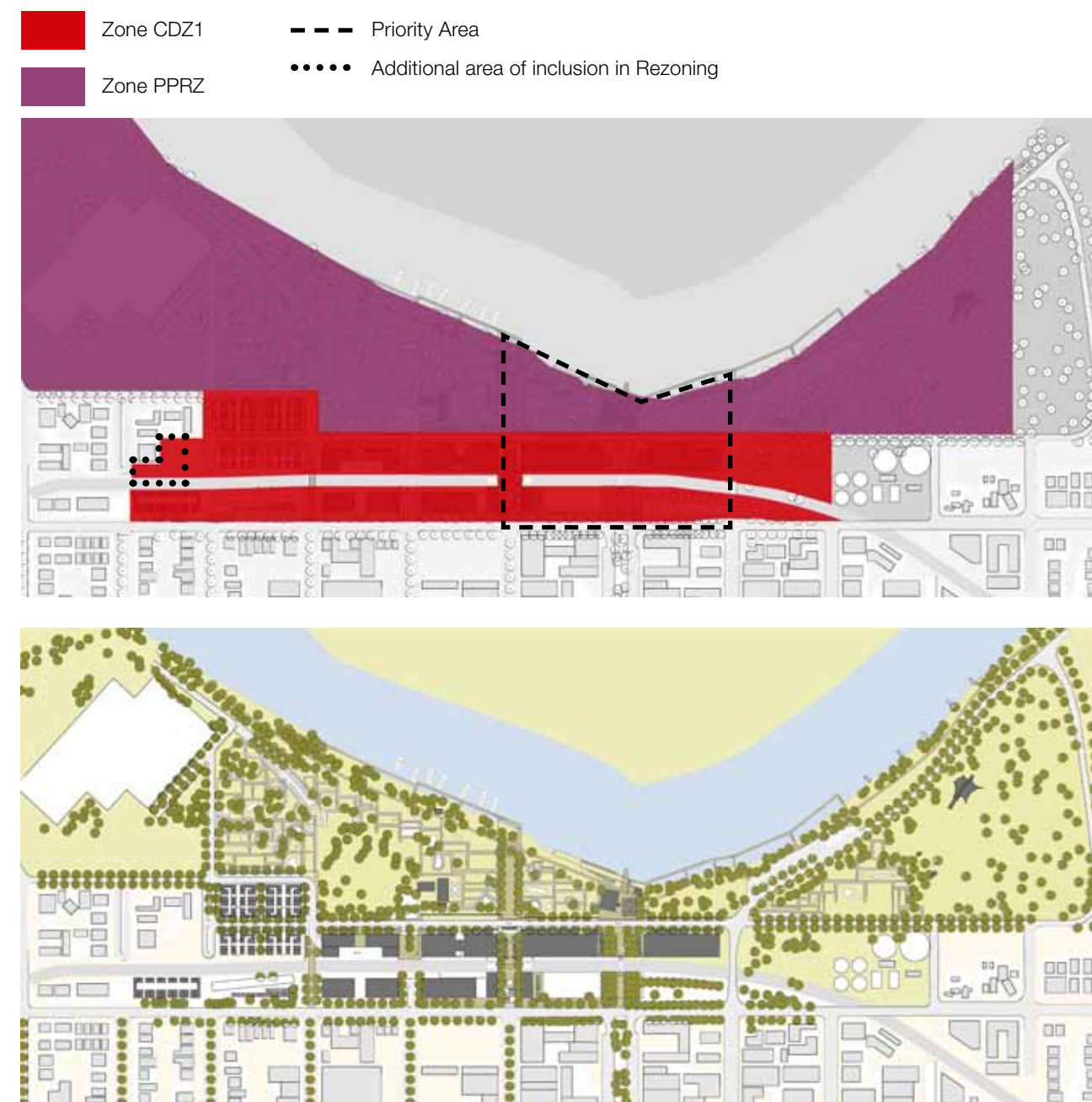
It is recommended that further work to be undertaken to refine the steps and processes for implementation and to create the appropriate statutory documents. This would also include identifying the relevant overlays that will guide future use and development.

### First Steps

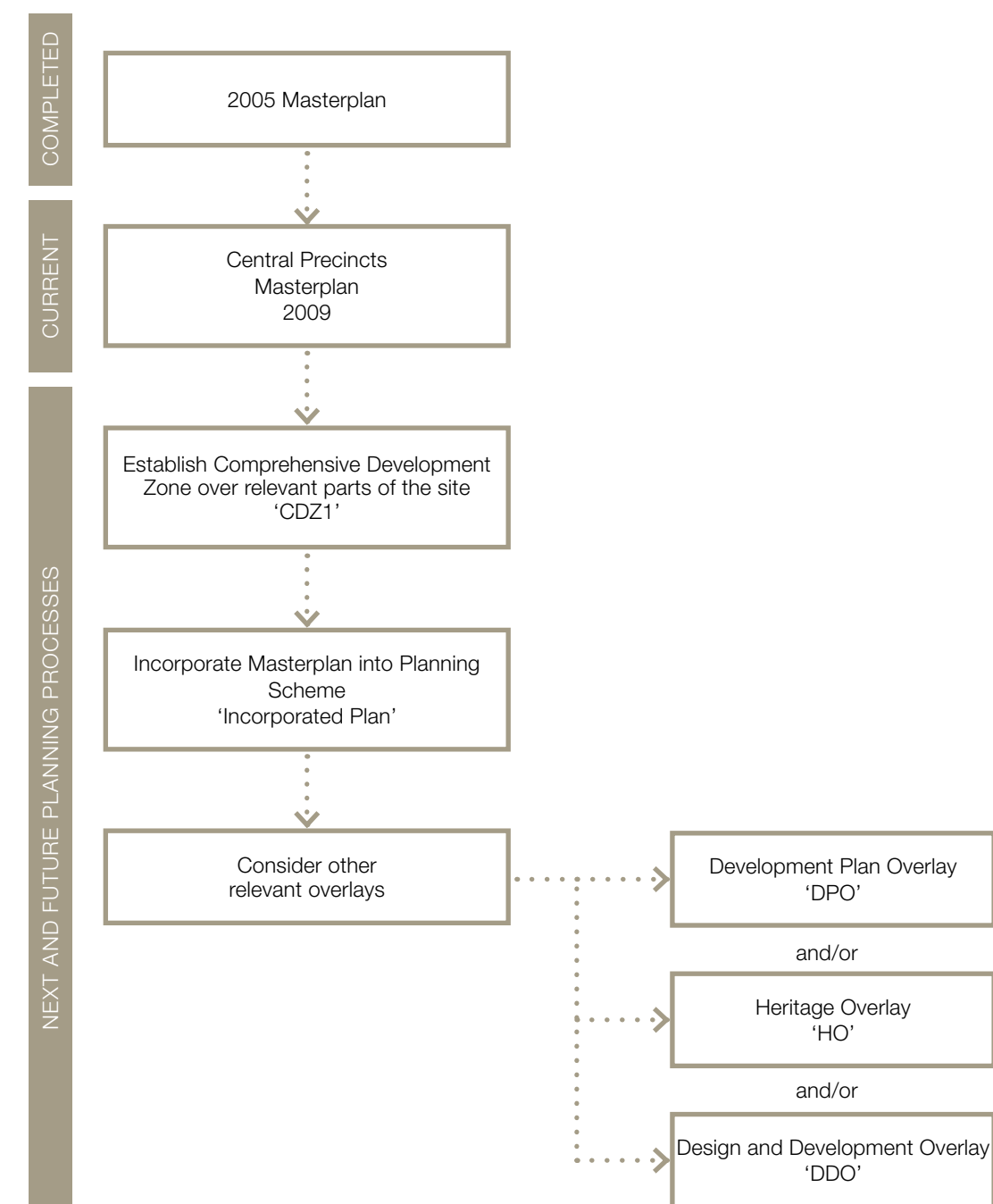
1. Assess and workshop the appropriate Planning Scheme and consider the use of Voluntary Planning Agreements and Developer Contributions to assist in achieving public domain outcomes;
2. Prepare a draft Planning Scheme Amendment in accordance with the Central Precincts Masterplan;
3. Undertake community consultation and exhibition period and seek feedback;
4. Finalise and adopt the Planning Scheme.

### 3.1 Land Rezoning

The following diagram highlights the extent of the Comprehensive Development Zone (CDZ1).



### 3.2 Planning Scheme Amendment Process



# 4.0 Development Strategy

## Project Priority

Medium

## Timeframe

Short Term

## Key Contributors

Implementation Group, Mildura Rural City Council, key public and private stakeholders

## Summary

The Central Precincts Masterplan will be developed incrementally over the next 10-15 years, depending upon market forces and local demand for the proposed development parcels. The priority is to achieve the majority of the public benefit areas within 5 years, with other items to follow. These timeframes are recommendations only, and given the flexibility of the Masterplan, it is intended that private development can occur at any stage. A schedule of priority zones have been determined to ensure that the Masterplan delivers maximum public benefit at the early stages of implementation. Diagram ‘4.1 Staging Zones’ on the following page highlights these priority zones.

Whilst the public domain areas will be incrementally developed over time, the strategy has identified the main priority public domain Zone 1 as being the key to stimulating the necessary momentum to sustain development over the coming years. The first priority (Zone 1) contains the development of the Cultural Centre, Riverpark, Langtree Promenade, Deakin Pedestrian link and Railway Gardens, which shall be prioritised and budgeted for implementation over the next 5 years. These elements of the Masterplan are essential to the success of the project must be developed first to stimulate and support other development.

The second priority (Zone 2) will see the private development of the Commercial and Transport Interchange and the Visitor Accommodation and Convention Centre. Through the development of this zone the necessary commercial interest will be provided to drive the project as a tourist attraction and shall offer a range of community benefits. The third priority (Zone 3) is the development of the residential components. High, medium and low density residential areas shall be developed by private investors, in addition to the public development of the Carriage Shed and Market Square. This priority zone is heavily dependent upon market forces and demand, and therefore the priority of this zone may change over time.

Within each of the priority zones are a series of proposed staging components. Diagram ‘4.2 Staging Components’ and the table ‘4.3 Action Plan for Built Work’ illustrate the break down of each zone into various developable components, with proposed timeframes and suggested priority allocated to each. Emphasis is placed upon the development of Zone 1, with particular attention focused upon the Cultural Centre, the adjacent Riverpark and the Langtree Promenade and Deakin Plaza. The development of the other staging components are considered, and timeframes for these have been suggested.

A detailed Action Plan for the development of each of the components is discussed in Section 4.4.

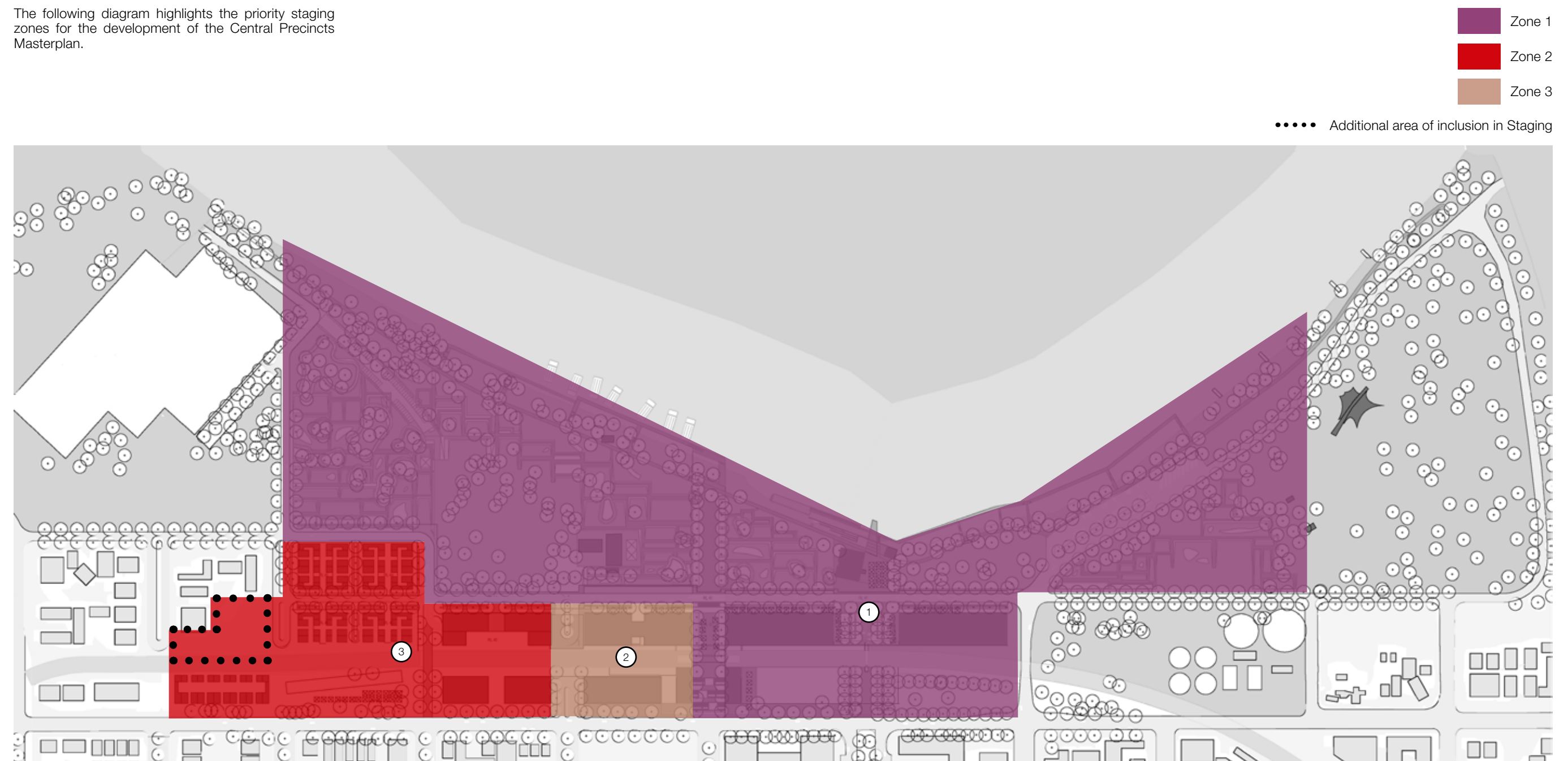
## First Steps

1. Establish the final Development Strategy in accordance with the Masterplan and its recommendations;
2. Source public funding as per the Economic Opportunities (see Section 5.0) for the commencement of priority Zone 1.



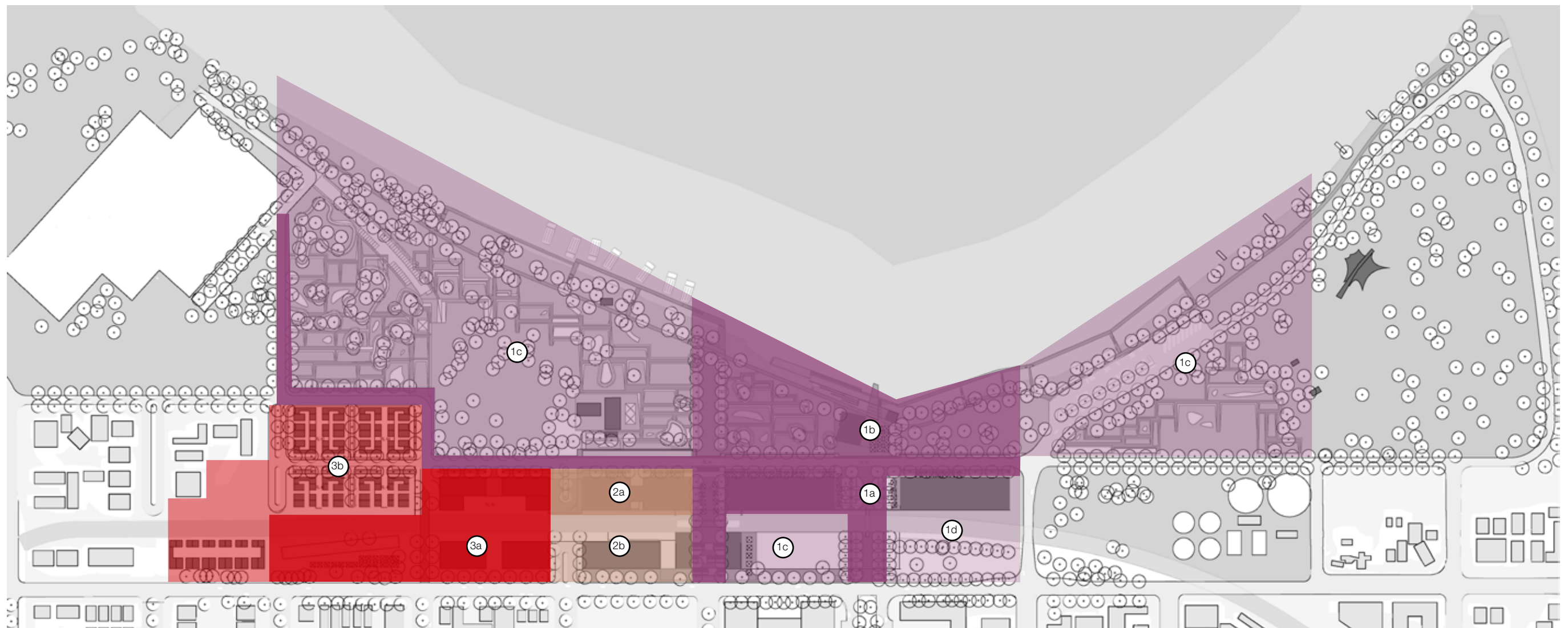
## 4.1 Staging Zones

The following diagram highlights the priority staging zones for the development of the Central Precincts Masterplan.




## 4.2 Staging Components

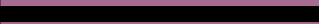











The following diagram highlights the components within the priority staging zones. Development of these zones can occur simultaneously, however, the first priority (Zone 1) contains the development of the Cultural Centre, Riverpark, Langtree Promenade, Deakin Plaza and Railway Gardens, which shall be prioritised and budgeted for implementation over the next 5 years.



4.3 Action Plan for Built Works

The following Action Plan illustrates the priority, benefit and timing for the individual components of the Central Precincts Masterplan. The timing illustrates the development of priority zone 1 within the next 5 years.

 Sustainable Water Initiatives must be completed by 2013 as part of the 'Water for the Future' funding scheme.

	Component	Items	Priority	Community Benefit	TIMING (10-15 Yrs)		
					2010		2025
Zone 1	1a	Cultural Centre (west) and realigned Hugh King Drive, Langtree and Deakin Ave	High	++++			
	1b	Riverpark and Railway Gardens (west) (adjacent to Cultural Centre)	High	++++			
	1c	Riverpark (remaining)	Medium-High	++++			
	1d	Railway Gardens (east)/ Cultural Centre (east)	Medium-High	++++			
Zone 2	2a	Transport Interchange and Commercial	Medium	+			
	2b	Visitor Accommodation and Convention Centre	Medium	+++			
Zone 3	3a	Residential and Carriage Shed/Market Square	Low	+++			
	3b	Residential	Low	++			



## 4.4 Action Plan for Developable Components

### 4.4.1 General Works

- Consultation with VicTrack and other land holders to resolve Land Tenure issues;
- Preparation of Cultural Heritage Management Plan for the entire Central Precincts Masterplan area;
- Prior to the initiation of any design works within the proposed Masterplan area a detailed service search should be undertaken. It will be necessary for existing services to be relocated or diverted to suit the planning outcomes of the Masterplan;
- Prior to the initiation of any design works within the Masterplan area, a flood impact study must be undertaken to ensure that there are no detrimental flooding effects upon existing and new developments;
- Demolition of existing rail structures and turntable;
- Design and realignment of rail line;
- Could be developed in two stages - 1a and 1d.



### 4.4.2 Cultural Centre

- Community and Indigenous consultation;
- Development of Client and User Briefs;
- Site survey/geotechnical Investigation;
- Detail design, approval and construction documentation for Deakin Plaza, Upgrade of pedestrian bridge, Langtree Promenade and rail bridge;
- Detail design, approval and construction documentation for Cultural Centre;
- Construction of plazas, pedestrian connections, rail bridge and Cultural Centre.



### 4.4.3 Riverpark

- Community and Indigenous consultation;
- Site survey/geotechnical Investigation;
- Resolve water management issues with NSW Maritime authorities;
- Design and approval for the Riverpark in conjunction with design for stormwater and civil engineering works;
- Design and approval of Hugh King Drive, parking areas and other streets in conjunction with design development for Civil Engineering works;
- Prepare construction documentation and tender drawings for River Park and streets;
- Removal of existing Hugh King Drive and parking areas;
- Construction of Riverpark, landscape, Hugh King Drive, associated infrastructure, site earth works, civil infrastructure and stormwater recycling system;
- Upgrade and re-use of existing buildings;
- Sustainable water initiatives must be finished construction and completed by the end of 2013.



### 4.4.4 Railway Gardens

- Community and Indigenous Consultation;
- Site survey/geotechnical investigation;
- Preservation and upgrade of War Memorial;
- Detail design, approval and construction documentation of existing car park structure;
- Demolition of existing car park structure;
- Detail design, approval and construction documentation of landscape;
- Construction of underground car park and landscape.



#### 4.4.5 Commercial and Transport Interchange Centre

- Consultation with relevant transport stakeholders and user groups;
- Development of Client and User Briefs;
- Site survey/geotechnical Investigation;
- Detail design, approval and construction documentation of Commercial and Transport Interchange Building;
- Prepare staging solution for continued use of existing interchange;
- Construction of Transport Interchange and Commercial Building.



#### 4.4.6 Visitor Accommodation and Convention Centre

- Site survey/geotechnical Investigation;
- Detail design, approval and construction documentation of Visitor Accommodation and Convention Centre;
- Construction of Visitor Accommodation and Convention Centre.



#### 4.4.7 Residential Development

- Resolve land tenure issues and undertake subdivision if required;
- Individual Site surveys/geotechnical Investigations;
- Preparation of Cultural Heritage Management Plan;
- Design and upgrade necessary infrastructure;
- Detail design, approval and construction documentation of residential sites;
- Construction of Residential sites.



#### 4.4.8 Carriage Shed and Market Square

- Site survey/geotechnical Investigation;
- Design, approval and construction documentation of Pine Ave pedestrian underpass and plaza;
- Detail design, approval and construction documentation of adaptive reuse of existing rail shed, public domain and landscaping;
- Construction of associated upgrades, public domain and landscaping.



## 5.0 Economic Opportunities

### Project Priority

High (1st funding application to be submitted by 11 December 2009)

### Timeframe

Ongoing

### Key Contributors

Implementation Group, Mildura Rural City Council, Tourism Victoria, Government Authorities, private investors, economic consultant(s), Mildura Development Corporation, Regional Developments Victoria (RDV); Sunraysia Development Industry Group

### Summary

In delivering the project a clear costing and economic strategy has been established (see Section 3.0 Feasibility Report 03). In addition to these costings, the Implementation Group shall establish the framework and pursue further economic opportunities. The Mildura community needs to be regularly informed on the progress of the Masterplan's implementation and associated cost structure. A sub-committee of the Implementation Group should be established to oversee and manage all economic facets of the project.

The work of the economic sub-committee shall act as a catalyst for the economic revitalisation of the Mildura city by creating the focus for investment, new business and employment which will have maximum economic benefit to the wider area and state as a whole.

The feasibility study recorded in the preceding two reports (Feasibility Report 03, Concept Report 02) provides the basis for the economic strategy for the Central Precincts Masterplan and should be used as a reference guide to the economic sub-committee's implementation process.

A range of public funding opportunities shall be explored, and it is the responsibility of the economic sub-committee to develop strategies to seek these funding opportunities. It is intended that both State and Federal Government funding will be required to contribute to infrastructure in the first few years in order to encourage private sector participation and the risk associated with developing commercial opportunities.

It is the responsibility of the economic sub-committee to apply for the 'Option 1 (non-potable reuse)' and 'Option 2 (potable reuse)' funding grants. These funding opportunities are integral to the success of the project:

- Water for the Future (funding for stormwater harvesting and reuse projects, submissions close 11 December 2009);
- The Jobs Fund;
- Our Water Our Future;
- Victoria's sustainability fund;
- Smart Water Fund.

In association with these funding applications, a selected team of consultants will need to prepare life cycle cost benefit analysis for sustainable stormwater harvesting design and black water treatment for new developments funding applications.

Aside from State and Government funding sources, additional opportunities of funding include:

- Funds generated by MRCC through Development Contribution Plan designed for obtaining payments from the private developers towards infrastructure provisions made by the proponent of a new development
- Funding generated by MRCC through voluntary planning agreements which is an alternative mechanism to a Development Contribution Plan. There is an opportunity within the planning system for landowners, the council and other parties to freely negotiate agreements for the provision of infrastructure at the time of development proposal is considered

Strategies to be explored and implemented by the economic sub-committee include:

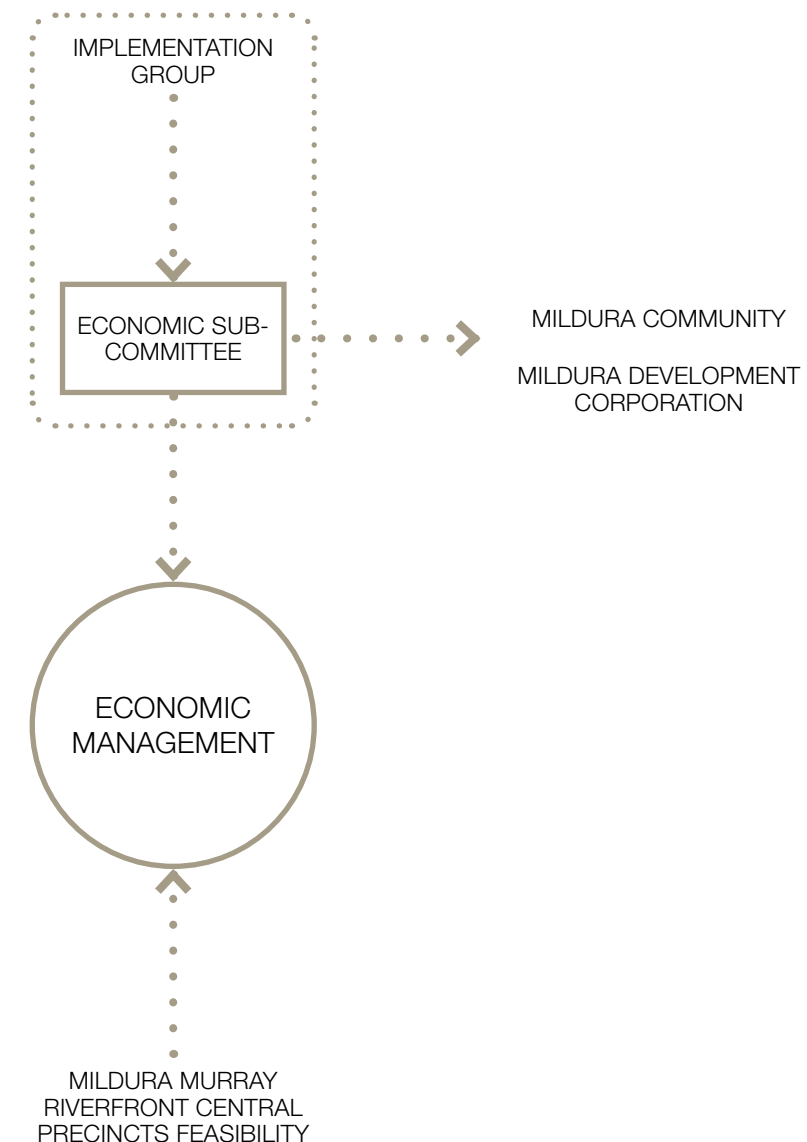
- Formulate annual business plans setting the direction for the Implementation Group to implement the Project. A business plan will be provided to the relevant Minister(s) on an agreed basis to set out the specific implementation strategies, funding, works programs and specific outcomes to achieve successful implementation of the Masterplan;
- Source public funding opportunities and apply for grants;
- Develop detailed cost strategies for the implementation of the Masterplan, in accordance with the original economic costing of the project;
- Prepare and market the private development sites (in conjunction with the Tourism and Marketing Strategies). Additionally, the sub-committee shall facilitate the land sales.

Overall, the economic benefits of implementing the Masterplan include:

- Businesses benefit from increased patronage from increased annual consumer spending;
- The creation of a specific tourist destination, which will generate the economy in a variety of ways;
- Investors benefit from greater return on their investment, and are rewarded by their contributions at the higher level;
- Developers benefit from the regeneration process by seeing the value of their investment transform, over time, as a result of their commitment to the process of change;
- Contributing to the housing market by responding to Mildura's growing population;
- Generate employment through construction phases of the Masterplan. In addition ongoing retail/service employment will be generated through retail spending by residents and visitors.

### First Steps

1. Form an Economic sub-committee to oversee the project's Economic Management;
2. Review cost structure of Masterplan and catalyst project;
3. Lobby for public funding;
4. Facilitate/co-ordinate private interest and land sales.





5.1 Priority Zone 1 Implementation Costs

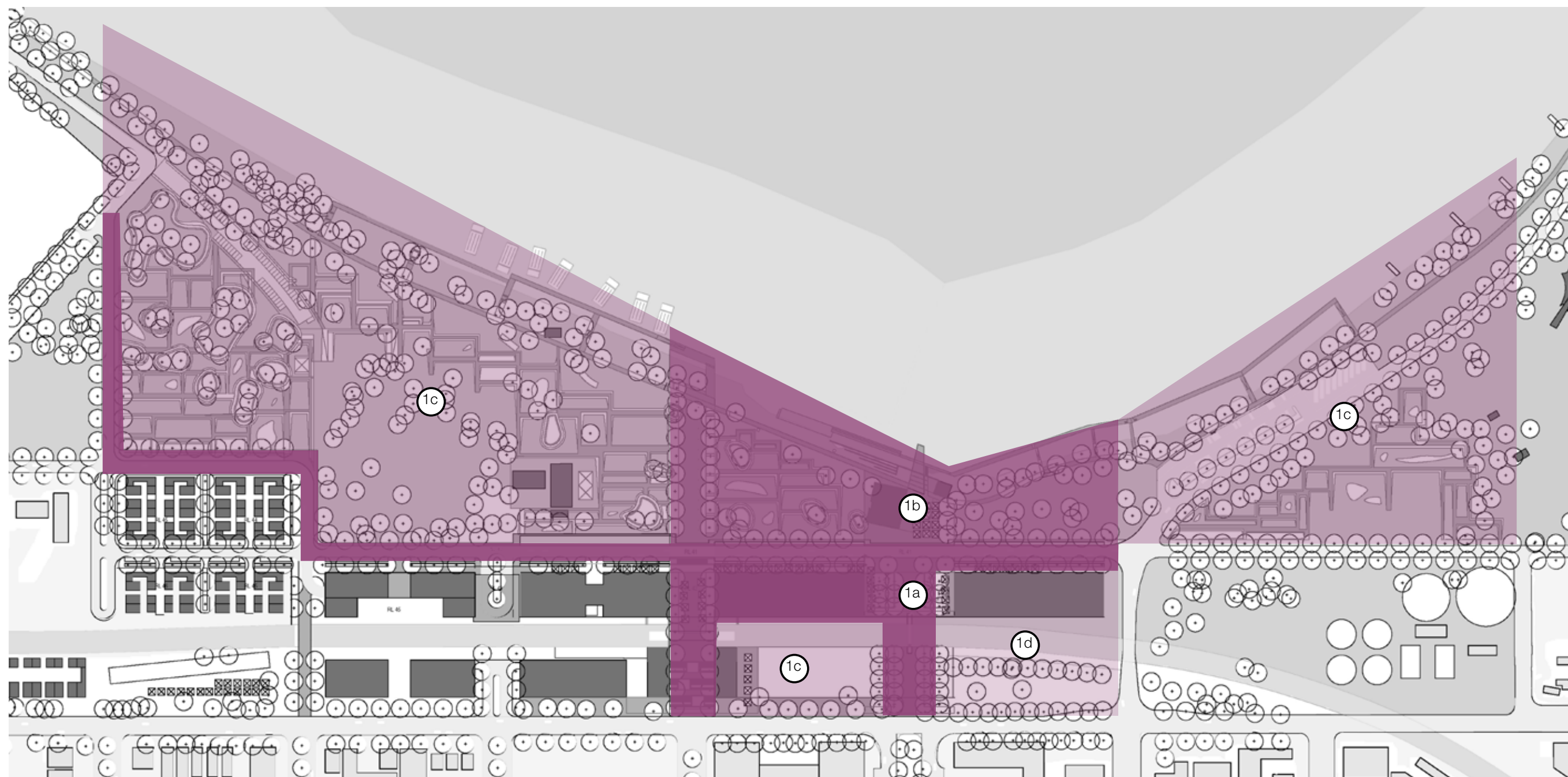
The following table separates the costs for the various components for the development of Priority Zone 1. These costs highlight the anticipated public investment costs at the initial stage of development. These approximate costs correlate back to the original Feasibility Costings in Report 03. Further detailed costing by a suitable and qualified quantity surveyor will be required at the design development stages of each component.

The table highlights a total public investment cost of \$64.7 million for the development of Priority Zone 1. If initial funding cannot be sought for this total, various components could be delivered at different stages for a lesser initial output.

	Component	#	Description	Priority	Costing
1	Cultural Centre (west - Site 2D)	1a	Building, underground car park, hard and soft landscaping	++++	\$10,580,000
2	Re-aligned Hugh King Dr and Initial Infrastructure Works	1a	Whole road realigned, associated car parking, initial infrastructure upgrade	+++	\$3,000,000 (NOM)
3	Langtree Promenade	1a	Pedestrian Plaza, underpass, rail bridge hard and soft landscaping,	++++	\$2,622,000
4	Deakin Plaza	1a	Pedestrian Plaza, hard and soft landscaping	++++	\$840,000
5	Deakin Bridge Overpass	1a	Upgrade and improvement of existing	++++	\$350,000
SUB-TOTAL 1A					\$17,392,000
6	Riverpark - 1B	1b	Immediately adjacent to Cultural Centre - Rain Gardens, hard and soft landscaping, gardens and displays	++++	\$10,974,000 (NOM)
7	Boardwalks and Jetties	1b	New and upgrade of existing	++++	
8	Deakin Plaza Lookout	1b	New lookout and boardwalk	++++	
9	Rowing Club	1b	Adaptive re-use of existing	++	
SUB-TOTAL 1B					\$10,974,000
10	Railway Gardens (west - Site 1D)	1c	Underground car park, associated hard and soft landscaping	++++	\$5,832,500
11	Riverpark - 1C	1c	Remaining areas	++++	\$10,974,000 (NOM)
SUB-TOTAL 1C					\$16,806,500
12	Cultural Centre (east - Site 2E)	1d	Building, underground car park, hard and soft landscaping	++++	\$14,100,000
13	Railway Gardens (east - Site 1E)	1d	Hard and soft Landscaping	++	\$966,300
14	Infrastructure Works	1d	Additional roads, substation and electricity upgrade, car parking, hardstand surfaces	++	\$4,420,850 (NOM)
SUB-TOTAL 1D					\$19,487,150
TOTAL					\$64,659,650



## 5.2 Items of Priority Zone 1



## 6.0 Tourism and Marketing Actions

### Project Priority

Medium

### Timeframe

Medium-Long Term

### Key Contributors

Implementation Group, Tourism Victorian, Mildura Tourism, Aboriginal Tourism Victoria (ATV), Mildura Development Corporation

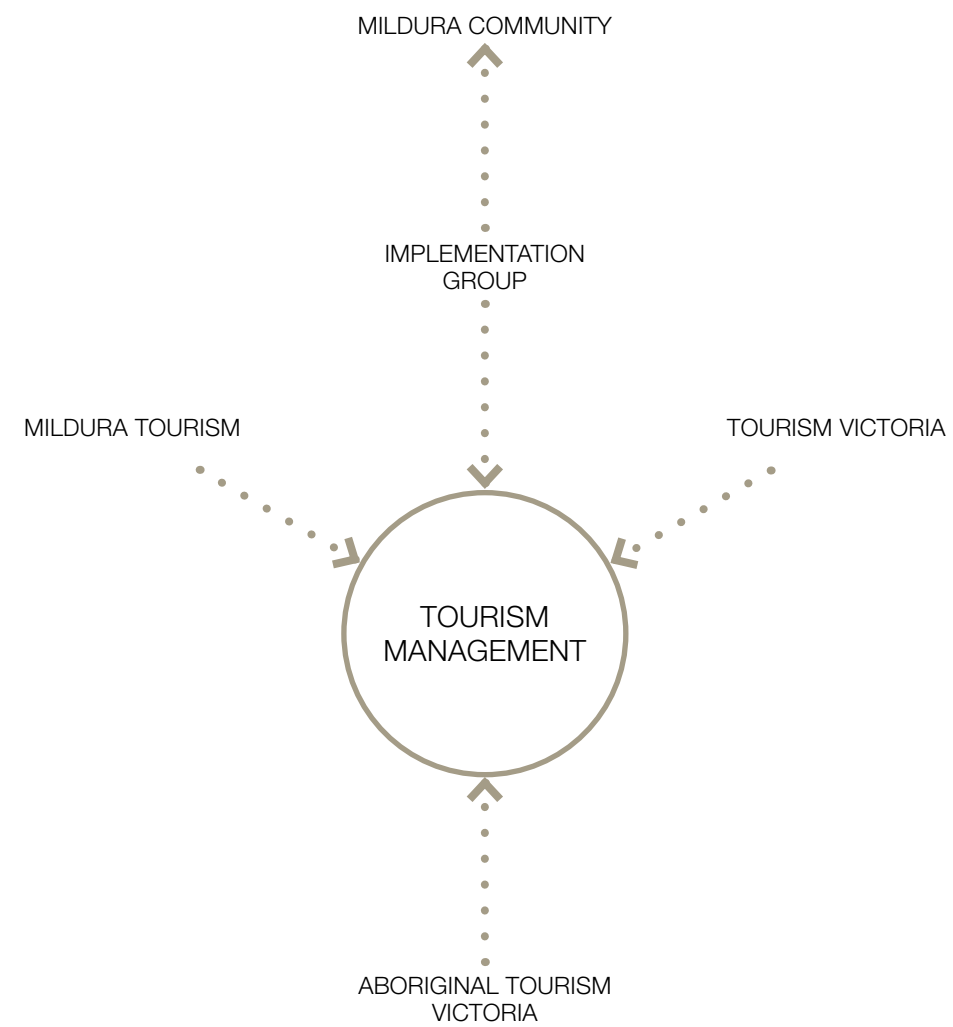
### Summary

Upon completion of the Masterplan the Implementation Groups needs to work with the associated tourism bodies to establish a focus on the tourism opportunities for the Central Precincts area. It should utilise the existing tourism strategies for both Victoria and Mildura as a basis for development. A tourism campaign for the development of the Masterplan should be based on the design and themes developed during the feasibility process harnessing the potential of a unique identity and branding for the area. A campaign could consider a complete corporate package covering a range of media including television advertisement to public displays. Existing tourist facilities located in Mildura could be relocated to the riverfront area to focus the tourism potential of both the Central Precincts and the city.

Community and stakeholder consultation is paramount to the success of the Masterplan's realisation. A comprehensive Consultation and Engagement Action Plan has been developed in section 9.0 outlining progressive actions to be undertaken for community consultation.

### First Steps

1. Execute various consultation strategies outlined in section 9.0;
2. Establish partnerships between Tourism Victoria, Mildura Tourism, and Aboriginal Tourism Victoria;
3. Development of project branding and marketing opportunities;
4. Develop tourism specific marketing associated with the Masterplan's vision and theming.



# 7.0 Design Excellence Strategy

## Project Priority

High

## Timeframe

Ongoing

## Key Contributors

Implementation Group – Design Leader/Group, Urban Design consultant or similar

## Summary

The purpose of a Design Excellence Strategy is to provide a structure for innovative design, and to ensure that the visions of the Masterplan are achieved. The Design Leader/Group of the Implementation Group will be responsible for determining the Design Excellence Strategy and will assess the Design Excellence for each development within the Central Precincts Masterplan.

The Design Excellence Strategy will ensure that design energy is focused and structured within a robust framework and fosters an environment that encourages design innovation. The following objectives shall be considered in delivering a Design Excellence Strategy:

**Focus:** The Design Excellence Strategy shall ensure that design energies are focused and concentrated on building a body of work that is innovative, relevant and recognised as being at the forefront of design;

**Need:** The Design Excellence Strategy shall provide a framework for the development and support of designers and project teams so that individuals are ambassadors of the design;

**Structure:** The Design Excellence Strategy shall ensure that there is a clear understanding of the processes established in order to foster design innovation and laudable design outcomes;

The Design Excellence Strategy shall require each project to have a clear and unambiguous framework that enhances project outcomes by improving design quality. The Conceptual Framework is a series of design ideas that are to be explored in the development of the project and establishes a reasoned basis for the inception of the design process. Conceptual Frameworks act like maps that give coherence to empirical research. It concentrates the information deciphered from the preceding analyses forming a set of key design principles to guide and govern the project. The Conceptual Framework focuses the design objectives and henceforth improves design quality and intent of the scheme.

To ensure the quality of the architectural outcomes in relation to an agreed conceptual framework, a series of formal design reviews with the Design Leader/Group of the Implementation Group are to be conducted throughout the duration of a project. Formal reviews occur at the concept and developed design stages of the project.



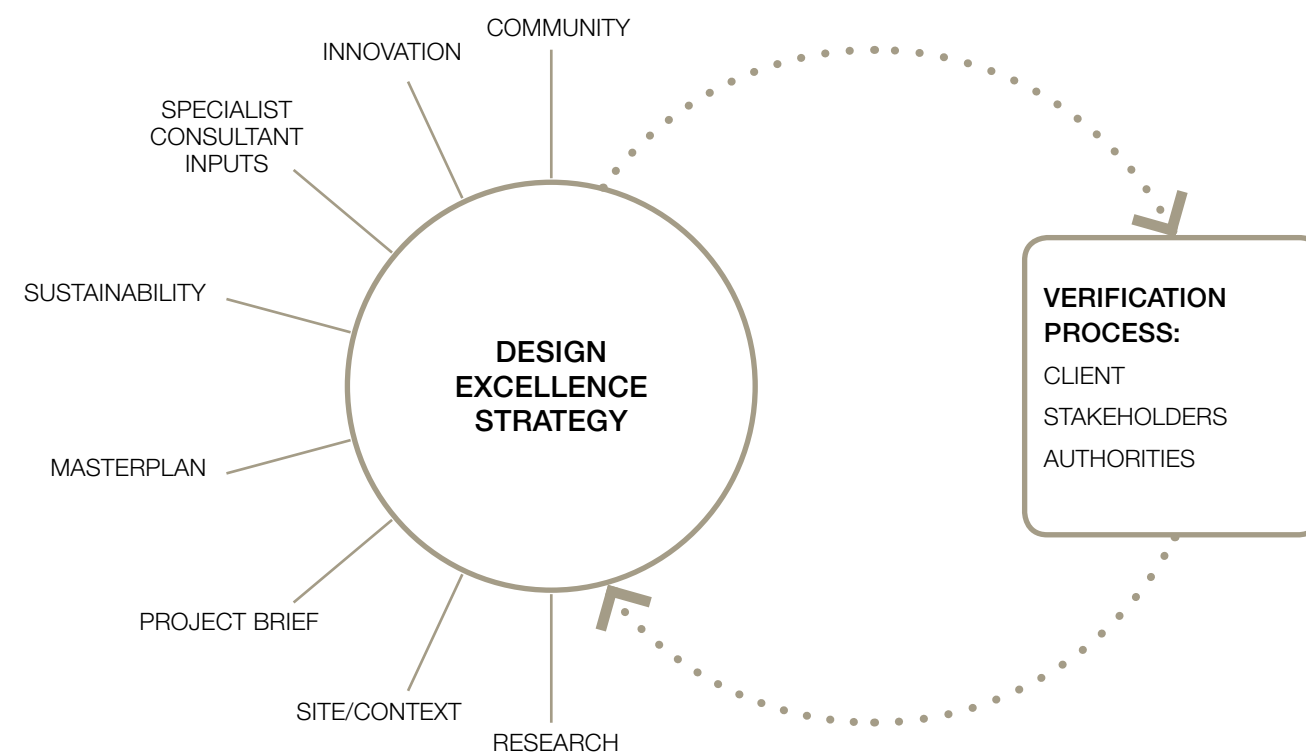
The purpose of the design review process is as follows:

- Provides an auditable process with regards to decision making in relation to design;
- Provides for a third party checking process to ensure that the original visions of the Masterplan are being achieved;
- Provides for a quality review in relation to architectural outcomes;
- Determine action list for further exploration;
- Outline changes recommended as part of design review.

### First Steps

1. Selection of appropriate consultant/authority to prepare the Design Excellence Strategy;
2. Undertake the Design Excellence Strategy and report findings to the Implementation Group;
3. Implement the Design Excellence Strategy.

The following diagram outlines various inputs within a Design Excellence Strategy and the verification process.



# 8.0 Strategies and Plans

## 8.1 Sustainability Action Plan

### Project Priority

High

### Timeframe

Ongoing

### Key Contributors

Implementation Group, Mildura Rural City Council, Department of Sustainability and Environment, Sustainability Victoria, Department of Planning and Community Development, Murray Darling Basin Community Committee, selected consultants, Mildura community, development proponents, future occupants

### Summary

To ensure that sustainability considerations continue to influence the redevelopment of the site, and that initiatives proposed during the feasibility evaluation are not lost during subsequent stages of the process, a sustainability implementation strategy has been prepared. This strategy sets out the key steps that need to be taken by Council to champion sustainability on the project. The roles of key contributors, the timing and resource requirements are also described along with funding to be secured. In many cases, it is anticipated that actions could be delivered through in-kind contributions from Council staff as well as other State Government agencies, in particular Sustainability Victoria although advice from sustainability specialists may be required in some circumstances.

The primary objectives of the implementation strategy are to advance the sustainability opportunities identified during the feasibility stage and to explore others as they are identified throughout implementation. Community and stakeholder engagement will form an important element of this programme. Involving key individuals and organisations in discussions around sustainability will assist with achieving buy-in, lending support to the concepts and assisting in delivery through active application by occupants and visitors. For this reason, the sustainability implementation strategy makes reference to a range of community and stakeholder engagement activities, including training and workshops. In particular, future occupants should be engaged in the design process to ensure that designs respond to occupant needs while incorporating a more sustainable approach to occupation to give long term benefits.

The Riverpark and other public realm features represent important elements in the redevelopment. Design development of these elements will need to carry forward the aspirations for sustainable public spaces (especially with respect to water efficiency and recycling) encompassed in the feasibility report.

It is important that sustainability is integral to the overall approach to governance of the project. A unified vision for a sustainable project and a commitment within the Implementation Group to leading edge sustainability outcomes is likely to generate inspiring outcomes for the site, which the Council and community of Mildura can take pride in.

The main elements of the sustainability implementation strategy include:

- **Implementation Group:** Ensuring that the Implementation Group responsible for championing delivery of the redevelopment share a unified vision for the site with sustainability at its core will be necessary to optimising outcomes. The sustainability objectives outlined in the Feasibility Report and Action Plan for the project provide some definition around what sustainability means for the project. However, throughout implementation these ideas and actions should be developed, embellished and refined. At the same time it is recommended that the Implementation Group include

representatives from local schools and/or higher education establishments who are able to offer opportunities to develop the site as a centre for excellence in sustainable approaches to the Murray River and sustainable living, building on Indigenous knowledge of country and place.

- **Sustainability Leader/Group:** Within the Implementation Group, an individual or group should be charged with maintaining the group's focus on sustainability, particularly through providing technical advice, arranging training and sourcing further information when appropriate to help inform decisions that the Implementation Group makes. This role could be fulfilled by a member of Council staff or potentially a representative from the Department of Sustainability and Environment or Sustainability Victoria. Most importantly, the Sustainability Leader/Group will need a well rounded knowledge of sustainability (including social, environmental and economic issues) and its application at the Masterplanning and individual site scale.
- **Sustainability Management System (SMS):** Adoption of a SMS will enable Council to track the implementation of sustainability through the delivery process and change direction should that monitoring identify a gap. The SMS should involve a simple process incorporating: evaluation of options against the sustainability objectives (Feasibility Report 03) for the project prior to making decisions at each key stage in the project (e.g. selection of Eols); comparing the sustainability outcomes being delivered against the original Action Plan to examine their progress. For example on an annual basis reviewing and updating the sustainability framework and Action Plan as required to tailor it to the needs of the project as it is being implemented.

Another significant element of delivery will be the strategies that are put in place to incentives developers and future site occupants to implement sustainability practices, throughout design, construction and occupation/operation and maintenance of the site. Such incentives could be financial, however other approaches such as public recognition through sustainability awards can also be effective.

It is noted that these structures and arrangements are likely to be equally applicable to the broader Mildura Riverfront Masterplan.



Stage	Description	Responsibility	Priority/ Timing	Funding
1	Expressions of Interest			
1A	Ensure that selection criteria for Eol documentation include sustainability as a key consideration	MRCC – Strategic Planning Sustainability Victoria	Short term	In-kind
1B	Ensure those involved in the procurement process have the skills and experience to evaluate Eol's based on their sustainability performance and the degree to which proposals deliver the sustainability action plan and address the KPIs and benchmarks established.	MRCC – Strategic Planning Sustainability Victoria	Medium Term	In-kind
2	Governance structures			
2A	Implementation Group Terms of Reference - Ensure that sustainability forms a key element of the terms of reference for the implementation group. This could be achieved through developing a shared vision around sustainability for the project.	MRCC – Strategic Planning	Medium Term	N/A
2B	Sustainability Champion - Identify a sustainability champion within the Implementation Group, with a suitable background in sustainable design and operation of buildings and landscapes.	MRCC – Strategic Planning Sustainability Victoria	Medium Term	In-kind
2C	Sustainability Training – Provide training in sustainability for all members of the implementation group	MRCC – Strategic Planning Sustainability Victoria	Medium Term	In-kind
2D	Sustainability Awards - Establish a sustainability awards scheme, based on criteria relating to community benefit and environmental stewardship, to incentives application of quality sustainable approaches. Make the awards high profile and allow the recipient to donate the proceeds to a charity of their choice.	MRCC – Strategic Planning Sustainability Victoria	Medium Term	In-kind
2E	Sustainability Management System – Put in a place a system of on-going monitoring, planning and review for project delivery to evaluate success and establish processes for continuous improvement	MRCC – Strategic Planning Sustainability Victoria	Medium Term	In-kind

Stage	Description	Responsibility	Priority/ Timing	Funding
2F	Murray Darling Basin Community Committee – Establish relevant links with the MDB Community Committee to explore opportunities for the development to continue to contribute to the broader outcomes for the River	MRCC Sustainability Victoria  Murray Darling Basin community Committee	Medium Term	In-kind
3	Site-wide Strategies			
3A	To ensure a coordinated approach is adopted, development and implement a range of site-wide sustainability strategies during detailed design stages, including:  Water strategy Energy efficiency strategy Resource recovery strategy Materials strategy Community and stakeholder engagement strategy Public art strategy Food strategy Cultural heritage strategy Housing strategy Funding strategy Innovation strategy Sustainability monitoring strategy  There are likely to be synergies between these strategies which should be explored.	MRCC – Strategic Planning  Sustainability Victoria  Consultants	Medium Term	In-kind/ MRCC budget
3B	Provide sustainability training to those involved in focus groups and development of site-wide sustainability strategies for the project	MRCC – Strategic Planning  Sustainability Victoria	Medium Term	In-kind

Stage	Description	Responsibility	Priority/ Timing	Funding
4	Design Development			
4A	Commence design development for the Riverfront Park and public domain areas in conjunction with design development for stormwater and civil engineering works, including Black water treatment.	Consultants	Medium Term	MRCC
4B	Commence design development for public buildings	Consultants	Medium Term	MRCC
5	Funding Applications  Apply for available grants in December 2009: Option 1 (non-potable reuse) and Option 2 (potable reuse)  Funding Opportunities:  Water for the Future funding for stormwater harvesting and reuse projects  The Jobs Fund  Our Water Our Future  Victoria's sustainability fund  Smart Water Fund	Consultants	Medium Term	MRCC
6	Development Assessment			
6A	Ensure that development assessment staff are familiar with the sustainability requirements for the site and that these are taken into account in Council decision making on the suitability of development proposals for the site. This should include identifying minimum requirements for sustainability within the various development precincts.	MRCC – Strategic Planning and Development Assessment	Medium Term	In-kind
7	Construction Documentation			
7A	Prepare construction documentation and tender drawings for park and streets and Black water treatment.	Consultants	Medium Term	MRCC
7B	Prepare construction documentation and tender drawings for public buildings.	Consultants	Medium Term	MRCC



Stage	Description	Responsibility	Priority/ Timing	Funding
8	Tender and Construction			
8A	Commence public domain framework site earth works, civil infrastructure and stormwater recycling system including:  Zones 3A – 3F, 2F, 1F and 1A [excluding apartment site in zone 3A]: Water garden type 1: barmah–millewa forest; Water garden type 2: gunbower–koondrook–perricoota forest; Water garden type 3: hattah lakes; Water garden type 4: chowilla floodplain andlindsay–wallpolla islands; Water garden type 5: lower lakes, coorong and murray mouth; Black water/stormwater treatment plant tanks and interpretive centre; Park composting area; Grassed river beach; Riverfront pedestrian and bicycle trail; Bill Hyder gardens with interpretive irrigation display; Community gardens; River lookout; Playroom and BBQ harbour; Paddle steamer wharf extension; Short term house boat mooring; Rowing boat launching platform; Mayoral avenue pedestrian access; Car parking; Paddle steamer car parking; Paddle steamer bus parking; Paddle steamer waiting shelter; Indigenous peoples interpretive gardens; Indigenous peoples sculpture plaza; Carriage shed adaptive reuse for markets; Railway bush land grove; Jaycee park upgrade; Upgrade Mildura rowing club house with new café; Upgrade existing art gallery; Upgrade existing skate park.	Consultants	Medium Term	MRCC

Stage	Description	Responsibility	Priority/ Timing	Funding
8B	Commence main spine with Cultural Centre including:  Zones 1D, 2D and 1E: Relocate war memorial and upgrade Diggers Park; Pine avenue pedestrian underpass; Langtree stairs and cafes; Upgrade existing pedestrian bridge with new plaza connection; Proposed railway bridge; Deakin plaza; Langtree plaza with Tourist information / kiosk / vertical circulation; Lime plaza.	Consultants	Medium Term	MRCC
	8C. Commence stage 2 museum: Zone 2E: Stage 2 museum.	Consultants	Medium Term	MRCC
	9. Operation			
	9A. Undertake commissioning testing prior to occupation to ensure that facilities operate as intended, in line with the sustainability aspirations of the project.	Developer	Long Term	Nil
	9B. Provide occupant training in sustainable operation of building systems and other relevant aspects of the development	Developer	Long Term	Nil
	9C. Implementation Group to oversee implementation of sustainability strategies.	Implementation Group	Long Term	In-kind
	9D. Implementation Group to undertake monitoring in collaboration with occupants with public reporting of results against the project sustainability KPIs and benchmarks	Implementation Group	Long Term	In-kind/MRCC
	9E. Conduct regular reviews of the project and its sustainability strategies with a view to continuous improvement	Implementation Group	Long Term	In-kind

## 8.2 Public Domain Strategy

### Project Priority

Medium

### Timeframe

Short-Medium Term

### Key Contributors

Implementation Group, Mildura Rural City Council, Department of Planning and Community Development, key public and private stakeholders, and Urban Design and engineering consultants

### Summary

A Public Domain Strategy is essential to the implementation of the Central Precincts Masterplan as it will guide the provisions, quality and standard levels of finishes for the public domain areas. The Central Precincts Masterplan will inform the strategies that are to be developed for the public domain areas, and should be constantly referred to during the development of these strategies.

The Public Domain Strategy shall create a series of design objectives in-line with the vision of the Masterplan. For example, it shall promote visual and physical connections and access to the Murray River, celebrate Mildura's cultural history, encourage sustainable initiatives, create a hybrid Riverpark with inventory Water Sensitive Urban Design initiatives.

The Strategy shall develop a series of design principles for the development of public domain items including suitable selection of materials and design language, fixtures and fittings must be robust, durable and maintenance free, details must be appropriate to the Mildura context and public domain areas must provide universal accessibility.

The Public Domain Strategy will cover a range of applications, such as:

- Civil design criteria - roads, footpaths, bicycle paths, river edge treatments, plazas, boardwalks, bridges and underpasses;
- Landscape design criteria - planting master list, water garden treatments;
- Street furniture criteria - bollards, seats, benches, tables, garbage bins, play equipment, shelters and BBQs;
- Public Art criteria - interactive cultural displays, interpretive gardens, sculpture plaza (this may be developed as a separate strategy;
- Functional criteria - lighting, signage.

### First Steps

1. Consultation between MRCC and key stakeholders to determine appropriate strategy for implementation within local planning guidelines/legislation;
2. Selection of appropriate consultant team to prepare the Public Domain Strategy;
3. Review of Masterplan to identify key opportunities for Public Domain areas and develop in accordance with the vision;
4. Upon completion of Public Domain Strategy, incorporate as part of relevant local planning legislation.

## 8.3 Transport, Traffic and Parking Strategies

### Project Priority

Medium

### Timeframe

Short-Medium Term

### Key Contributors

Implementation Group, Mildura Rural City Council, Department of Transport, VicTrack, VicRoads. VLine, relevant Bus Service Providers and Traffic Consultants

### Summary

The Central Precincts Masterplan provides a range of transport options, such as private vehicles, public transport, walking, cycling and the provision for car parking. These transport issues require further consideration and testing, and therefore a range of Transport, Parking and Access Strategies need to be undertaken.

Four strategy reports are required, these include: Traffic Impact Report; Rail Strategy Report; Transport and Parking Strategy Report; and Pedestrian and Bicycle Strategy. Once completed, these strategies will be incorporated as part of relevant local planning legislation, and will recommend options for the development of the Masterplan. Each strategy is discussed in further detail in the following sections.

### 8.3.1 Traffic Impact Report

#### Issues

Through the proposed reduction of Hugh King Drive and the revision of the road layout to accommodate new community buildings and residential areas, it is necessary to undertake a Traffic Impact Report to assess the impacts upon the existing road networks. Some issues which may need resolution include:

- Intersection upgrades at all major gateways to the site, including the possibility of a signalled intersection at Seventh Street and Madden Avenue;
- Potential increase in vehicles entering the Riverpark area;
- Potential increase in vehicles crossing the rail corridor at the existing Chaffey Avenue level crossing to enter the new residential area and Riverpark.

### First Steps

1. Engage a traffic consultant or similar to undertake the Report;
2. Undertake Traffic Impact Study and report findings to the Implementation Group and VicRoads;
3. Assess findings and determine the appropriate response to any found issues.

### 8.3.2 Rail Strategy Report

#### Issues

This strategy will need to resolve issues pertaining to the possible removal of the existing Rail Station and additionally the effects of development above, below and adjacent to the proposed re-aligned rail line.

#### First Steps

1. Engage a traffic consultant or similar to undertake the report;
2. Initiate discussions with V/Line and VicTrack regarding proposed alterations and additions to the rail infrastructure. Negotiate possible outcomes with relevant authorities and stakeholders;
3. Prepare a Rail Strategy Report and report findings to the Implementation Group and VicTrack.

### 8.3.3 Transport and Parking Strategy Report

#### Issues

This strategy will need to resolve issues pertaining to public transport (train and bus) and car parking. The following issues will need to be assessed:

- Provision for public transport access to proposed community and residential areas within the Masterplan;
- Provision for suitable and adequate car parking measures;
- Assessment for parking provisions for visiting buses/coaches;
- Ascertain the required volume of parking required for the area;
- Investigate the public transport options for tourists and visitors.

#### First Steps

1. Engage a traffic consultant or similar to undertake the report;
2. Initiate discussions with bus service providers in Mildura. Investigate existing bus routes and car parking facilities to determine their appropriateness for the Masterplan;
3. Ascertain the future requirements for public transport (particularly bus routes) and car parking requirements;
4. Prepare Transport and Parking Strategy Report and provide findings to the Implementation Group and bus service providers

### 8.3.4 Pedestrian and Bicycle Strategy Report

#### Issues

This strategy will need to resolve issues pertaining to the provision of bicycle and pedestrian access to the Central Precincts area. The strategy will need to address accessibility to public areas, and shall focus on the need to develop bicycle and pedestrian routes for recreational use. The strategy shall also investigate the use of bicycle storage facilities to encourage people to cycle to and throughout the area.

#### First Steps

1. Engage a traffic consultant or similar to undertake the report;
2. Initiate discussions with MRCC, the community and relevant Government authorities. Investigate options for public bicycle and pedestrian strategies;
3. Prepare Pedestrian and Bicycle Strategy Report and account findings to the Implementation Group and bus service providers.



## 8.4 Waterways Management Strategy

### Project Priority

Medium

### Timeframe

Short Term

### Key Contributors

Implementation Group, Mildura Rural City Council, NSW Maritime, commercial boating operators, private boat and vessel owners, Mildura Rowing Club, Mildura Dragon Boat Club, Mildura Community, Murray Darling Basin Community Committee, Department of Sustainability and the Environment (DSE), Mallee Catchment Authority

### Summary

There are many issues associated with the management of the Murray River waterway. It is intended that the Implementation Group will oversee and direct the execution of a Waterway Management Strategy. This strategy will ultimately be used for the best management practice of the Murray River and will incorporate strategies for environmental and technical practice.

It is high priority for the strategy to resolve state border issues between NSW and Victoria Water Authorities, to determine the appropriate regulations to apply for the use of commercial and private vessel use directly in front of the Central Precincts area. Issues associated with permanent and temporary mooring will need to be negotiated between NSW Maritime and MRCC, particularly in relation to regulating the use of temporary mooring facilities.

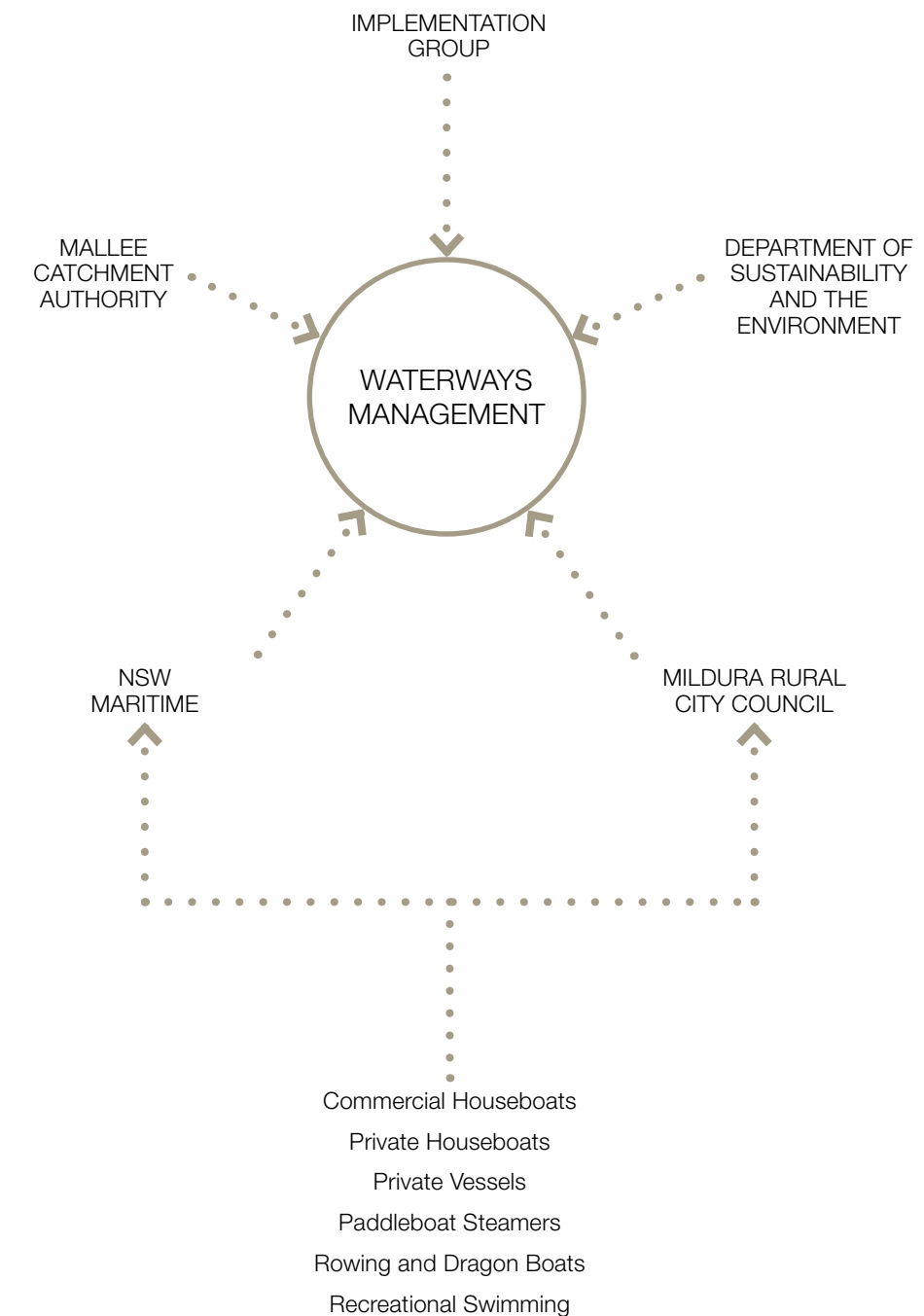
The strategy shall also investigate the use of the river for recreational activities, such as rowing, swimming, canoeing, fishing and boat activity. Consultation with relevant authorities and the community will be essential in determining these strategies.

Issues dealing with river flooding, such as impacts, frequency, duration and management shall also be identified and resolved within the River Management Strategy. Consultation between the Mallee Catchment Authority and the DSE shall be undertaken, to determine the flood strategies to be implemented.

Additional issues to be resolved within the Waterways Management Strategy include: heritage issues; history; amenities; aesthetics; water quality; accessibility; shore stability; environment quality; habitats and wildlife.

### First Steps

1. Consultation between the Implementation Group, the community and other key contributors;
2. Selection of appropriate consultant/authority to prepare the Waterways Management Strategy;
3. Undertake Waterways Management Strategy and report findings the Implementation Group;
4. Assess findings and determine the appropriate response to any found issues.



## 8.5 Cultural Heritage Management Plan

### Project Priority

Urgent

### Timeframe

Short Term (July – Dec 2009)

### Key Contributors

Implementation Group, Mildura Rural City Council, Indigenous community representatives, appointed Cultural Heritage Assessment Consultant

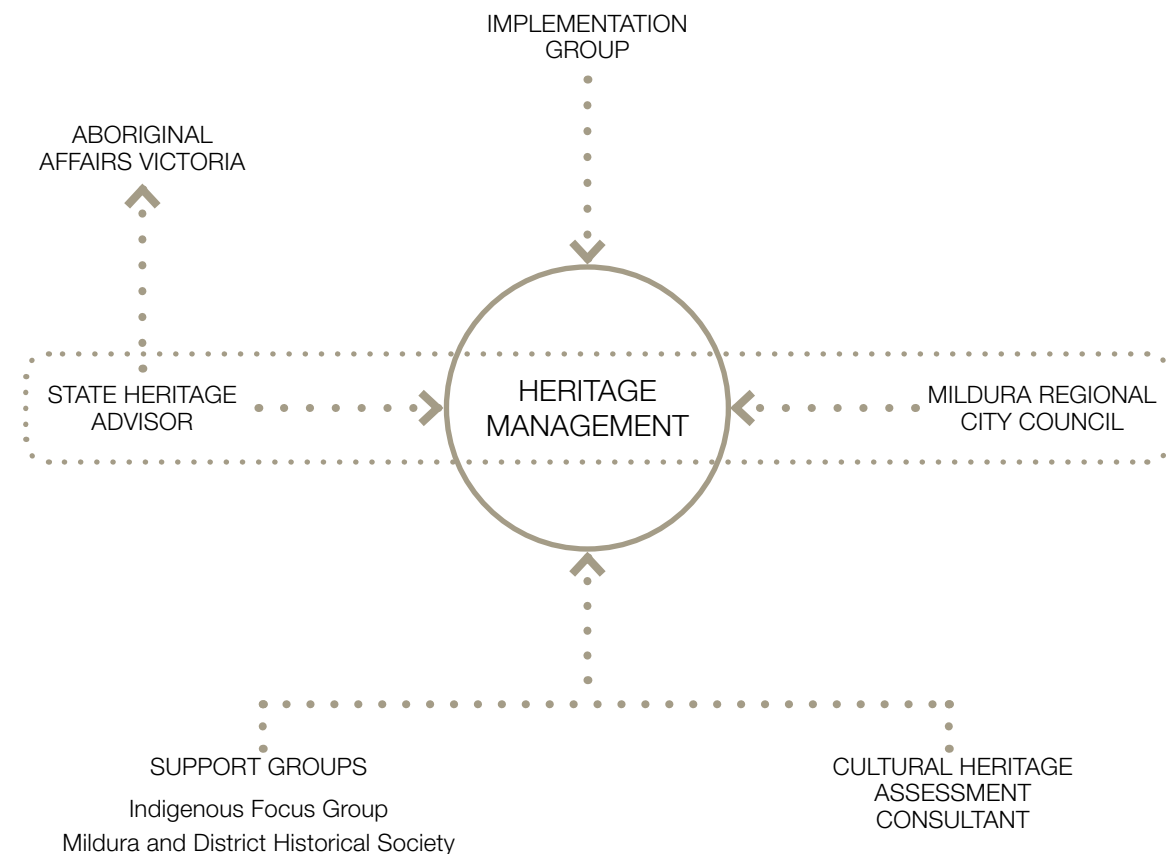
### Summary

As outlined in section 3.1 of Background Report 01, issues such as contextual site restrictions, land tenure issues and Indigenous consultation, are required to be resolved prior to the possibility of preparing a Cultural Heritage Management Plan (CHMP). It is recommended that an initial 'Desktop study' for the whole of the Central Precincts sites to determine the need for a CHMP. If a CHMP is required it is envisaged that it shall be undertaken for the entire Central Precinct's Masterplan area, with the opportunity for investigations on a site-by-site basis. This process could coincide with major geotechnical investigations and site works to provide multiple efficiencies in the Masterplan's implementation. Levels of cultural investigation will be commensurate with the proposed intensity of uses defined in the Masterplan.

The timing for undertaking the 'Desktop Study' is extremely important. Issues such as land tenure and Indigenous briefing must be formalised prior to investigative works.

### First Steps

1. Define a brief for extent and type of study required in consultation with Indigenous community and Council;
2. Seek fee proposals from qualified Cultural Heritage Advisors;
3. Appoint consultant and review findings in conjunction with land transfer, planning strategies etc;
4. Develop whole of site concepts for Indigenous projects in conjunction with research and consultation.



## 9.0 Consultation

### Project Priority

High

### Timeframe

Ongoing

### Key Contributors

Implementation Group, Mildura Rural City Council, VicTrack, Tourism Victoria, Crown, Department of Sustainability and Environment, Department of Planning and Community Development, Mildura Development Corporation, Indigenous community, local business, residents and developers

### Summary

To ensure the continued success of the Masterplan, an Action Plan for ongoing community and stakeholder involvement has been prepared. It defines key actions and strategies which will need to be undertaken from Council's meeting to consider the redevelopment study through to the operation of the site. Alongside of the key actions are responsibility, timing and resource requirements and the source of secured funding. Funding that is identified as being within the MRCC budget refers to tasks that Council officers may undertake as part of their role. Associated with the consultation process are a number of communication and marketing activities.

Actions are developed in more detail in the initial phases of the plan. From thereon, actions tend to take the form of strategies which will require development and input from various parties to be shaped as the project takes hold. Both actions and strategies have been developed with the aim of gaining public and stakeholder buy-in for the implementation of the project. They also aim to facilitate greater awareness of the range of uses and activities within and along the riverfront. As well as during the implementation phases, community participation in monitoring of the Central Precincts development is of particular importance.

Another significant element of the Action Plan is to investigate links to the recently established Murray Darling Basin Community Committee which has been established to advise the Federal Government of community views associated with water resource, environmental, cultural and socio-economic matters.

### First Steps

The Consultation and Engagement Action Plan has been developed to treat the Mildura Riverfront Central Precincts Feasibility as 'live' documents. It recognises that the consultation undertaken as part of the redevelopment study has not been a one-off event. Rather, the Action Plan identifies tasks to be undertaken relating to community and stakeholder involvement from the Council meeting to determine/consider the redevelopment study and Masterplan through to operation of the site.

## 9.1 Consultation and Engagement Action Plan

Action	Description	Responsibility	Timing	Funding Secured
<b>1.0</b>	<b>Council meeting to consider Mildura Riverfront Central Precincts Redevelopment Study</b>			
<b>1.1</b>	Update plan with comments	Consultants	Short term	Within existing Masterplan budget
<b>1.2</b>	Notice in local paper – Council mtg all invited to attend	Council – marketing department	Short term	Within existing Masterplan budget
<b>2.0</b>	<b>Announce Council decision</b>			
<b>2.1</b>	Media release	Council – marketing department to deal with media enquiries and provide information material	Short term	MRCC budget
<b>2.2</b>	Website announcement and minutes of meeting endorsing the Masterplan to be posted on Council's website	Council – marketing department	Short term	MRCC budget
<b>2.3</b>	Advise submitters and interested parties of the decision and next steps	Council – planning department	Short term	MRCC budget
<b>3.0</b>	<b>Commence rezoning process</b>			
<b>3.1</b>	Community and stakeholder participation offered through the statutory planning process	Council – planning department	Short term	MRCC budget
<b>4.0</b>	<b>Expression of Interest</b>			
<b>4.1</b>	Commence development of a marketing strategy to stimulate tourism and developer interest	Council – planning and marketing departments and external such as Mildura Development Corporation	Short term	Nil
<b>4.2</b>	Communications strategy for public bodies which may be potential funding bodies	Council – planning and marketing departments and external such as Mildura Development Corporation	Short term	Nil
<b>4.3</b>	Media release to announce successful consultant/bidder of the Eol and next stages	Council – marketing department	Medium term	MRCC budget
<b>5.0</b>	<b>Establish governance structure for ongoing community and stakeholder involvement</b>			
<b>5.1</b>	Establish an implementation group	Council – planning and community development departments	Medium term	MRCC budget
<b>5.2</b>	Identify design champion	Council – planning department	Medium term	Nil
<b>5.3</b>	Establish Indigenous reference group (input on Cultural precinct and other related issues)	Council – community development department (Aboriginal liaison officer)	Medium term	MRCC budget
<b>5.4</b>	Investigate links to the Murray Darling Basin Community Committee	Council – planning department	Medium term	MRCC budget
<b>5.5</b>	Develop Code of Conduct for the focus groups which established key conduct principles for those representing and/or participating in the group.	Council - planning department and community development department	Medium term	MRCC budget
<b>5.6</b>	Develop terms of reference for focus groups to include member selection, representation, responsibilities and operation.	Council - planning department and community development department	Medium term	MRCC budget
<b>6.0</b>	<b>Continued community / stakeholder involvement throughout the planning phase</b>			
<b>6.1</b>	Communications strategy (consider use of Community Matters quarterly publication and website)	Council – planning and marketing departments	Medium term	MRCC budget
<b>6.2</b>	Develop a strategy to facilitate ongoing community / stakeholder involvement	Council – planning department	Medium term	MRCC budget
<b>6.3</b>	Workshops / forums for specific design elements / topics such as active play areas (with young people which could be linked with Council's Recreation Update monthly publication) and cultural precinct (with Indigenous and non-Indigenous representation)	Council – planning and community development departments and external facilitator	Medium term	Nil
<b>7.0</b>	<b>Consultation for planning permits</b>			
<b>7.1</b>	Consultation strategy for planning permits	Developer	Medium term	Nil
<b>8.0</b>	<b>Community information throughout construction</b>			
<b>8.1</b>	Construction communications strategy (in accordance with the Best Value Principles for Community Consultation)	Developer	Long term	Nil
<b>9.0</b>	<b>Education throughout operation</b>			
<b>9.1</b>	Education strategy for use (both private and public uses)	Developer	Long term	Nil
<b>9.2</b>	Education for sustainability elements (residents, users and facilities and parks managers)	Developer	Long term	Nil
<b>9.3</b>	Engagement with residents post-occupancy	Developer	Long term	Nil



## 10.0 Summary of Key Actions

The Implementation Group is a selected group, charged with the responsibility of owning the project and providing visionary leadership. It is envisaged that the various roles will be filled by local and state government with a collective of key stakeholders. Part and full time commitments will vary depending on the role, agency, individual and stage of the project implementation.

Utilising the research, recommendations and outcomes from the Background Investigations, Concepts, Developed Masterplan and Feasibility, numerous precedents have been examined in order to provide cohesive implementation strategy.

In order to fully appreciate the implementation of this significant project this report categorises key actions and strategies, defining the roles of the Implementation Group and how they can best service the Central Precincts projects. These key actions and recommendations for 'first steps' are reiterated on the facing page.



## Project Control

### First Steps

1. Establish the Implementation Group;
2. Negotiate the land transfer and acquisition process;
3. Oversee the implementation of appropriate statutory and planning controls;
4. Pursue public funding and economic opportunities;
5. Market the Central Precinct area for public and private sector development and for Tourism purposes;
6. Deliver a series of relevant plans and strategies.

## Land Tenure

### First Steps

1. Consultation and negotiation between landowners and authorities;
2. Assessment and valuation of land values;
3. Pursue public funding opportunities for the purchase of land;
4. Undertake necessary subdivision and land titling;
5. Formalisation of offers and contracts of sales;
6. Resolve property boundary interfaces between sites.

## Planning and Statutory Control

### First Steps

1. Assess and workshop the appropriate Planning Scheme and consider the use of Voluntary Planning Agreements and Developer Contributions to assist in achieving public domain outcomes;
2. Prepare a draft Planning Scheme Amendment in accordance with the Central Precincts Masterplan visions;
3. Undertake community consultation and exhibition period and seek feedback;
4. Finalise and adopt the Planning Scheme.

## Development Strategy

### First Steps

1. Establish the final Development Strategy in accordance with the Masterplan and its recommendations;
2. Source public funding as per the Economic Strategy for the commencement of priority Zone 1.

## Economic Opportunities

### First Steps

1. Form an Economic sub-committee to oversee the project's Economic Management;
2. Review cost structure of Masterplan and catalyst project;
3. Lobby for public funding;
4. Facilitate/co-ordinate private interest and land sales.

## Tourism and Marketing Actions

### First Steps

1. Execute various consultation strategies outlined in section 9.0;
2. Establish partnerships between Tourism Victoria, Mildura Tourism, and Aboriginal Tourism Victoria;
3. Development of project branding and marketing opportunities;
4. Develop tourism specific marketing associated with the Masterplan's vision and theming.

## Design Excellence

### First Steps

1. Selection of appropriate consultant/authority to prepare the Design Excellence Strategy;
2. Undertake the Design Excellence Strategy and report findings to the Implementation Group;
3. Implement the Design Excellence Strategy.

## Consultation

### First Steps

The Consultation and Engagement Action Plan has been developed to treat the Mildura Riverfront Central Precincts Feasibility as 'live' documents. It recognises that the consultation undertaken as part of the redevelopment study has not been a one-off event. Rather, the Action Plan identifies tasks to be undertaken relating to community and stakeholder involvement from the Council meeting to determine/consider the redevelopment study and Masterplan through to operation of the site.

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Cr Eckel	MRCC
Cr Nicholls	MRCC
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