

Victoria Street Revitalisation Project

Assessment of Interventions Report

FINAL

8 April 2026





'Gura Bulga'
Liz Belanjee Cameron
'Gura Bulga' – translates to Warm Green Country.
Representing New South Wales.

'Dagura Buumarri'
Liz Belanjee Cameron
'Dagura Buumarri' – translates to Cold Brown Country.
Representing Victoria.

'Gadalung Djarri'
Liz Belanjee Cameron
'Gadalung Djarri' – translates to Hot Red Country.
Representing Queensland.

Colliers Urban Planning acknowledges the Traditional Custodians of Country throughout Australia and recognises their continuing connection to land, waters and culture.

We pay our respects to their Elders past and present.

In supporting the Uluru Statement from the Heart, we walk with Aboriginal and Torres Strait Islander people in a movement of the Australian people for a better future.

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Version No.	Date of issue	Prepared by
A (DRAFT)	17/02/2026	LK
B (FINAL)	02/03/2026	LK
C (FINAL V2)	08/04/2026	LK
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Source: Colliers Urban Planning

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Introduction

Project Overview

In April 2025, Yarra City Council (Council) resolved to prepare the *Victoria Street Revitalisation Plan: Enhancing Amenity, Boosting the Economy, and Fostering Local Pride* (the Revitalisation Plan) to stimulate a revitalisation process in Victoria Street, Richmond, and address long-standing issues.

Council commissioned Colliers Urban Planning (formerly Ethos Urban) to undertake the *Victoria Street Revitalisation Plan – Research, Advisory and Reporting Services* (the Project) as input to the Revitalisation Plan’s preparation.

The purpose of the Project is to identify and assess potential interventions for inclusion in the Revitalisation Plan. The work has been delivered in two phases: Phase A and Phase B.

Phase A and Phase B Objectives

Phase A provides the baseline technical analysis to inform the short-listing and evaluation of potential interventions in Phase B. Phase A considered Victoria’s Street’s strategic policy context; how the Street functions from an economic, social, cultural and urban design perspective; and key issues precluding Victoria Street from realising its potential.

Consultation with select community representatives, partners and key stakeholders through targeted workshops and a community forum informed the analysis and findings.

The purpose of Phase B is to identify interventions Council should consider advancing in the Revitalisation Plan via a shortlisting and evaluation exercise.

This report summarises findings from Phase B.



Source: Yarra City Council

The shortlisting and evaluation process in Phase B has been guided by the following vision for a revitalised Victoria Street and corresponding themes and principles.

These themes and principles were identified at the conclusion of Phase A and refined in consultation with Council officers.

Collectively the vision, themes and principles emphasize the approach to revitalising Victoria Street should be multifaceted and coordinated.

Vision

“Victoria Street is a safe, vibrant and welcoming precinct celebrated for its food, arts, culture and urban experiences. With welcoming public spaces, accessible transport options, strong community connections and a resilient local economy, it’s a place where people want to live, work and visit.”

Themes

Theme 1: Creating a Safe and Welcoming Public Realm

Theme 2: Strengthening the Local Economy

Theme 3: Enhancing Urban Design and Infrastructure

Theme 4: Celebrating Cultural Identity and the Local Community

Theme 5: Unlocking Development and Investment

Theme 6: Effective Governance and Community Partnerships

Principles

Interventions Must Be Assessed as a Cohesive Package: Victoria Street’s challenges are interconnected - safety, economy, design, and cohesion must be addressed together. Interventions should be judged on both individual merit and combined impact.

Co-Delivery is Essential to Unlock Precinct-Wide Benefits: Revitalisation needs shared ownership and coordination across government, businesses, property owners and developers, and community groups.

Prioritisation Should Reflect Strategic Themes: Interventions should support key themes relating to the quality of the public realm, economic and visitation profile, community identity, unlocking development and investment, and effective governance and partnerships.

Sequencing and Synergy Matter: Timing is key. Early wins in safety and amenity build momentum. Interventions should be staged to support short-term visibility, medium-term resilience, and long-term redevelopment.

Community Confidence is a Key Metric: Success depends on restoring confidence in safety, the economy, and the precinct’s future – and earning the trust and support of community stakeholders.

Evaluation Framework



About the Framework

The evaluation framework provides an efficient, structured and transparent process to assist Council in determining which interventions should ultimately form part of the Victoria Street Revitalisation Plan.

The Framework has been deliberately formulated to ensure that each intervention is:

- Considered objectively against agreed assessment criteria
- While also accounting for broader strategic principles such as co-delivery potential, alignment with precinct themes, and opportunities for partnerships and synergies.

By applying this framework, decision-makers can prioritize actions that deliver the greatest collective impact, build momentum through sequencing, and restore community confidence in Victoria Street's future.

Using this Framework



Start with Strategic Themes

Consider how each intervention aligns with the agreed strategic themes. Note: Some interventions may span multiple themes - this is expected. Interventions have been categorised by the themes to which they most clearly align.



Assess Interventions Against Criteria and Scale

Consider each intervention against the agreed assessment domains (e.g., effectiveness, ease of implementation, cost, cost-effectiveness, stakeholder alignment, durability and amplification effect).



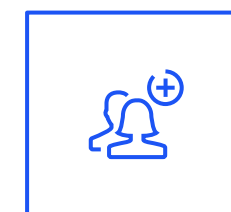
Apply the Scoring Scale

To evaluate interventions objectively on their own merit.



Consider Dependencies

Identify linkages between interventions (e.g., does one rely on another to succeed?). Highlight co-delivery potential and potential partnerships.



Consider Delivery Timeframe and Groupings

Categorise interventions as short-, medium-, or long-term. Consider logical groupings and sequencing to maximise impact.



Assessment Scale and Weighting of Criteria

For each assessment domain, interventions have been assessed using a traffic lights scale where:

- **Green** = high (or better)
- **Amber** = medium
- **Red** = low (or poorer).

A description of each assessment domain and key considerations that informed the assessment of each intervention against that domain are outlined on the following slide.

Weightings have been assigned to each assessment domain which reflects their relative importance and were used to formulate an overall ranking.

These weightings are outlined as follows and sum to 100%:

- Effectiveness: 25%
- Ease of Implementation: 10%
- Overall Investment Cost: 20%
- Cost-Effectiveness: 10%
- Durability: 20%
- Amplification Effect: 20%

The percentages (%) applied for each weighting were refined in consultation with Council officers.

Other details

All interventions include detail on:

Indicative delivery cost

The order of magnitude dollar value paid by Council to implement the intervention.

Recommended time frame for delivery

Short (1-3 years), medium (3-5 years) and ongoing (1-5+ years)

Dependencies

Which intervention should be delivered together to achieve critical impact.

EVALUATION FRAMEWORK

	Effectiveness	Ease of Implementation	Overall Investment Cost	Cost Effectiveness	Durability	Amplification Effect
Evaluation Criteria	<p>Extent to which the intervention addresses barriers to and opportunities for revitalisation, and aligns with the Revitalisation Plan's overarching vision, themes and objectives</p> <p><i>i.e. How effective is the intervention in driving revitalisation?</i></p>	<p>Degree to which the intervention can be delivered efficiently and within a reasonable timeframe, considering reliance on collaboration with other stakeholders.</p> <p><i>i.e. How easily can the intervention be delivered?</i></p>	<p>Estimated financial investment required from Council to deliver the intervention.</p> <p><i>i.e. How much does it cost?</i></p>	<p>Degree to which the intervention would demonstrate value for money and a return on investment when the anticipated cost is considered in relation to expected benefits.</p> <p><i>i.e. Does the intervention represent value for money?</i></p>	<p>The longevity and permanence of the intervention.</p> <p><i>i.e. Is the intervention long-lasting and only needs to be delivered once? Or is its effect short lived?</i></p>	<p>Potential for the intervention to enhance or enable other initiatives that contribute to precinct revitalisation, and compound benefits across related projects and strategies.</p> <p><i>i.e. Are there broader benefits from this intervention that will drive revitalisation?</i></p>
<p>Overall Impact (total):</p> <p>Aggregate measure of the intervention's total contribution to precinct revitalisation, reflecting its strategic significance and transformative potential.</p>						
Evaluation Criteria	<p>High: Directly addresses key revitalisation barriers; strong alignment with themes; expected to deliver substantial, visible improvement.</p> <p>Medium: Addresses a relevant issue; aligns with at least one theme; impact is meaningful but moderate or dependent on other actions.</p> <p>Low: Only indirectly addresses revitalisation needs; weak thematic alignment; impact likely limited or uncertain.</p>	<p>High: Straightforward delivery; minimal coordination and/or approvals required; low delivery risk.</p> <p>Medium: Moderate complexity; some external approvals and/or stakeholder coordination required; risks manageable.</p> <p>Low: High complexity; significant approvals, design work, or multi-party involvement; high delivery risk and potential for delays.</p>	<p>Low Cost: Low financial outlay; can be funded within existing or small incremental budgets.</p> <p>Medium Cost: Moderate cost requiring planned allocation but feasible.</p> <p>High Cost: Substantial spend requiring new funding streams, grants, or multi-year commitment.</p>	<p>High: Strong outcomes relative to cost; clear and defensible value for money.</p> <p>Medium: Reasonable balance of cost and benefit; value dependent on context or complementary actions.</p> <p>Low: Limited benefits relative to cost; value for money difficult to demonstrate.</p>	<p>High: Long-lasting intervention; benefits sustained with minimal ongoing input.</p> <p>Medium: Benefits last for a defined period; requires periodic refresh or maintenance.</p> <p>Low: Short-term impact; benefits dissipate quickly without ongoing resourcing.</p>	<p>High: Strong enabler of other interventions; creates compounding or catalytic benefits.</p> <p>Medium: Provides some support or synergy with related initiatives.</p> <p>Low: Stand-alone intervention with minimal flow-on impact.</p>



Assessment of Interventions

What is an intervention?

An intervention is a targeted action or initiative by Council – physical, social, economic, policy or governance-focused – that seeks to shift conditions in the Victoria Street precinct and contribute to the revitalisation process.

Interventions can be delivered by Council alone, or in partnership with traders, landowners, residents, State agencies or community organisations. They may involve direct delivery, facilitation, coordination, or advocacy.

Interventions are intended to be clear, concrete and specific. They reflect defined and scoped actions with a clear purpose, delivery pathway, partners, and measurable impact, as opposed to general themes or broad aspirations,

Interventions can take many forms. They may be, but are not limited to, the following types:

- 1. Staged, place-based or site-specific actions.** Targeted improvements or initiatives delivered in phases and focused on a specific locations, issues, or assets — from small quick wins to major public realm upgrades.
- 2. Partnership-oriented actions.** Initiatives delivered collaboratively with traders, landowners, residents, community organisations, or State agencies, where shared ownership and coordination strengthen impact.
- 3. Governance-focused actions.** Measures that enhance how decisions are made and how delivery is coordinated or monitored — including governance structures, precinct management approaches and implementation oversight.
- 4. Advocacy-based actions.** Where Council's primary role is to advocate, influence, or leverage external agencies to address issues or unlock opportunities beyond its direct remit.

Importantly, an intervention may fall into one, several, or none of the types (previously noted). What defines an intervention is not its type, but its ability to:

- Address a specific issue or opportunity
- Be clearly scoped and costed
- Have defined responsibilities and delivery partners
- Drive a measurable change in precinct conditions.

Where were the interventions sourced from?

The identification of interventions was undertaken in consultation with Council officers and informed by the context analysis work in Phase A, including:

- A structured review of the precinct's strategic, economic, social and built form context
- Targeted stakeholder engagement with business owners, residents, landowners, and relevant State government agencies

Collectively, these aspects informed the development of a suite of interventions which are outlined over the following pages.

Interventions - Longlist

The full schedule of identified interventions is outlined across the following pages. Each intervention relates to one of the six revitalisation themes: Creating a Safe and Welcoming Public Realm, Strengthening the Local Economy, Enhancing Urban Design and Infrastructure, Celebrating Cultural Identity and the Local Community, Unlocking Development and Investment, and Effective Governance and Community Partnerships.

The core list is primarily delivery focused, comprising practical, place-based actions that Council can directly implement or co-deliver. A smaller number of advocacy-based interventions have been identified and listed separately at the end of the schedule. These advocacy-based interventions recognize Council's role in influencing relevant external agencies and partners to address broader matters beyond what is currently within Council's remit.

This comprehensive list formed the basis the evaluation.

No.	Name	Main Theme
1	Continued resourcing for graffiti removal	Creating a safe and welcoming public realm
2	Curated murals and small-scale street art to deter tagging, promote visitation and celebrate cultural identity	Creating a safe and welcoming public realm
3	Deliver a civic plaza at Jonas Street	Creating a safe and welcoming public realm
4	Continue to deliver relevant CPTED actions that are within Council's remit	Creating a safe and welcoming public realm

No.	Name	Main Theme
5	Deliver a laneway activation program targeting Elizabeth Street, Butler Street, and nearby back-of-house laneway, having regard for CPTED actions.	Creating a safe and welcoming public realm
6	Improved lighting and visibility along streetscapes and in public spaces	Creating a safe and welcoming public realm
7	Encourage and coordinate the removal of roller door shutters and/or delivery of façade improvements	Creating a safe and welcoming public realm
8	Implement crime prevention signage	Creating a safe and welcoming public realm
9	Community safety and security forums	Creating a safe and welcoming public realm
10	Marketing and promotions initiatives	Strengthening the local economy
11	Financial or other incentives to attract Businesses	Strengthening the local economy
12	Establish a vacant shop program providing incentives for micro-enterprises, creative businesses and pop-ups to occupy vacant and/or underutilised spaces	Strengthening the local economy
13	Investigate options to encourage landlord investment in long-term vacant properties	Strengthening the local economy
14	Investigate the potential for a voluntary traders' levy or special rate to fund coordinated marketing and promotions.	Strengthening the local economy

Interventions longlist continued

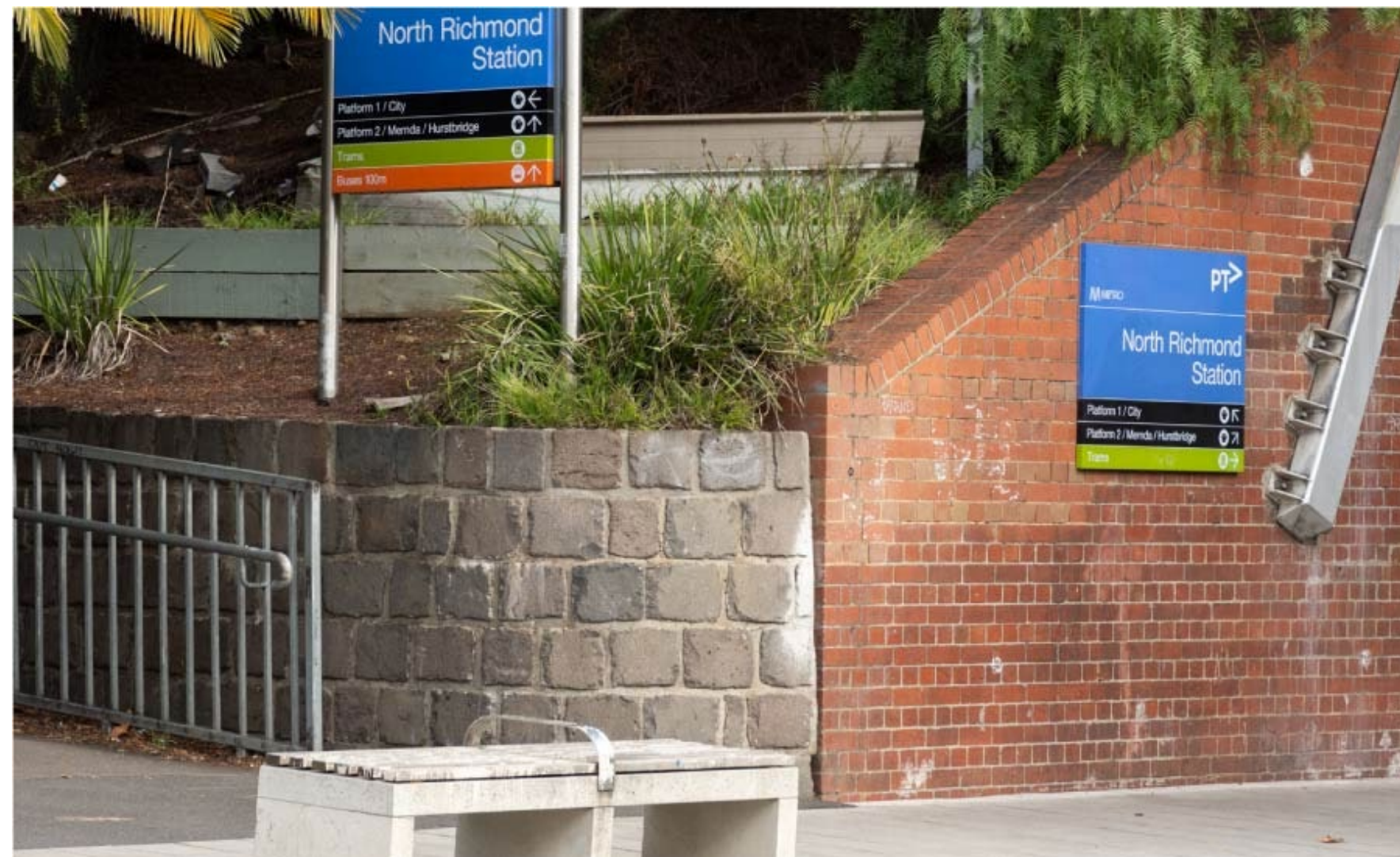
No.	Name	Main Theme
15	Undertake vacancy audits and customer surveys	Strengthening the local economy
16	Targeted initiatives to improve pedestrian experience and perceptions of safety along Lennox Street and surrounds	Enhancing urban design and infrastructure
17	Prepare a parking and transport action plan for Victoria Street and deliver upgrades as justified	Enhancing urban design and infrastructure
18	Implement a street greening program	Enhancing urban design and infrastructure
19	Improve the Victoria Street entrance	Enhancing urban design and infrastructure
20	Increased events including smaller night-time events and arts/culture themed pop-ups	Celebrating Cultural Identity and the Local Community
21	Undertake a marketing strategy for Victoria Street's including a renewed band brand identity	Celebrating Cultural Identity and the Local Community
22	Renew and expand the community garden program	Celebrating Cultural Identity and the Local Community
23	Council-led landowner engagement forums to unlock investment and redevelopment	Unlocking development and investment
24	Prepare a 3D model of the Victoria Street precinct	Unlocking development and investment

No.	Name	Main Theme
25	Undertake a heritage study to provide clear guidance to landowners dealing with heritage issues	Unlocking development and investment
26	Develop a business case for a community hub in Victoria Street	Unlocking development and investment
27	Consider the long-term use of potential strategic development areas within an adjacent the Victoria Street precinct	Unlocking development and investment
28	Council to commission independent market and feasibility analysis to test if and when desired development forms can be achieved	Unlocking development and investment
29	Audit of community funded initiatives of specific relevance to Victoria Street's revitalisation	Effective governance and community partnerships
30	Identify gaps and options to expand and optimise CCTV coverage	Effective governance and community partnerships
31	Implement a security grant program	Effective governance and community partnerships
32	Promote participation in the Richmond neighbourhood watch program	Effective governance and community partnerships
33	Provide guidance to businesses to improve sustainability outcomes	Effective governance and community partnerships
34	Undertake a review of the Learning Bank's role and function	Effective governance and community partnerships
35	Establish a governance framework to oversee the delivery of revitalisation initiatives	Effective governance and community partnerships

Advocacy-based interventions

Advocacy-based interventions have not been grouped with the balance of interventions and instead are outlined separately below. Although delivery of advocacy-based interventions sits outside Council's direct control they remain critical to the precinct's long-term transformation. These interventions:

- Recognise Council's role in influencing policy, securing funding, and raising key issues with direct links to addressing community needs.
- Build on and reinforce a number of actions already outlined in Council's Advocacy Roadmap 2025-29, that details Council's current and planned advocacy initiatives.



Source: The Office Project

No.	Name	Main Theme
36	Ongoing engagement with the First Nations community	Celebrating Cultural Identity and the Local Community
37	Advocate for increased resourcing and coordination to clean-up drug paraphernalia	Creating a safe and welcoming public realm
38	Advocate for additional outreach to occur regularly in Lennox Street Square, Lennox Street and surrounding streets and laneways	Creating a safe and welcoming public realm
39	Advocate for increased presence of law enforcement officers	Effective governance and community partnerships
40	Advocate for improvements to MSIR services to better manage behaviours offsite	Effective governance and community partnerships
41	Advocate for design upgrades to North Richmond Station to improve its interface with surrounding streets	Enhancing urban design and infrastructure
42	Advocate for an 'Accessible Victoria Street' through improvements across all transport modes (rail, tram, car, bike and pedestrian)	Enhancing urban design and infrastructure
43	Advocate for Tram Route 78 to be extended along Victoria Street	Enhancing urban design and infrastructure
44	Advocate for the redevelopment of the Elizabeth Street public housing to be accompanied by a detailed master planning process	Enhancing urban design and infrastructure
45	Advocate for any masterplanning of the Elizabeth Street public housing to include land acquisition by the State Government to unlock development sites and facilitate through-block links	Unlocking development and investment
46	Advocate for approval of Amendment C291 (Yarra)	Unlocking development and investment
47	Advocate for the State Government to consider the future use of the Carlton & United Breweries land in consultation with Carlton United Breweries.	Unlocking development and investment

Overview of the evaluation process

Victoria Street’s challenges are deeply interconnected. Addressing safety issues, economic vitality, urban design, and social cohesion cannot be addressed in isolation. A critical mass of interventions across all thematic areas is essential to shift perceptions, unlock investment and lasting change. Accordingly, both individual merit and collective impact are critical in determining the overall strength of the intervention.

The evaluation and shortlisting of recommended interventions for Council’s consideration has been informed by:

- How each intervention performs against each assessment domain
- How each intervention performs in aggregate, taking into account its performance against each assessment domain and overall performance when weightings are applied (refer previous slide 8).



Source: Victoria Street Business Association

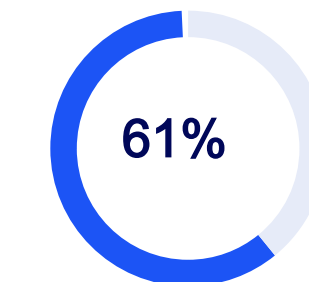
Key Findings

- Interventions offering both quick, visible public realm improvements and longer-term leverage and investment ranked highly, because they shift perceptions early while enabling subsequent economic and place-making actions.
- Actions with clear delivery pathways and lower external dependencies often outperformed more complex initiatives with more partners. Their higher impact relative to delivery complexity supported higher scoring.
- Governance, confidence-building and identity-shaping interventions often demonstrated higher catalytic impact. They enhance coordination, improve community trust, and amplify the benefits of all other themes.

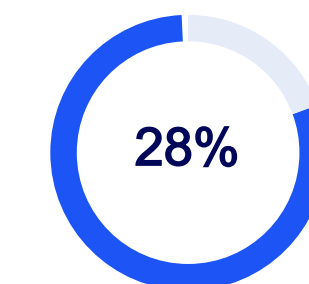
Assumptions

- Interventions were assessed specifically against the objectives, scope and themes of this revitalisation program. Their performance may differ under a different policy intent, strategic framework or social context.
- The scoring reflects how well each intervention aligns with this program’s criteria, weightings and delivery constraints. A high or low rating here does not imply the same outcome under alternative priorities, budgets or governance settings.
- Results assume current resource levels, stakeholder roles and Council’s remit remain unchanged. If responsibilities, funding sources or external agency commitments shift, the relative feasibility and impact of interventions may also change.

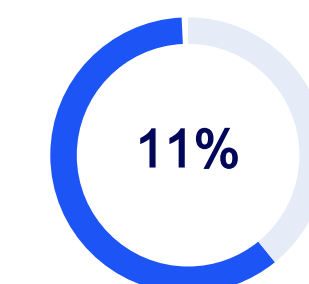
Overview of results



61% of interventions were assessed as high-performing, strongly aligned and ready to progress.



28% were assessed as moderately performing – valuable but with caveats



11% were assessed as having limited alignment.

Shortlisted Interventions

The following shortlisted interventions have been identified through the structured assessment and prioritisation of the full intervention schedule.

These priority interventions are organised under the six revitalisation themes to demonstrate how each contributes to achieving coordinated improvements in safety, amenity, economic vitality, urban design, cultural identity and governance across the Victoria Street precinct.

The shortlisted interventions have been categorised under the following colour ratings:

- **Green:** High-performing, strongly aligned and ready to progress - delivers strong impact, clear feasibility, and a high amplification effect within this program’s objectives.
- **Orange:** Moderately performing - valuable but with caveats, such as dependencies, higher complexity, or less strategic alignment. All these interventions have some merit they did not perform highly as those categorised as green.

A number of interventions were also assessed as **Red**, indicating interventions with limited alignment under this evaluation framework and therefore, not recommended for progression at this stage.

Theme 1: Creating a safe and welcoming public realm

Interventions under this theme focus on improving perceptions of safety and cleanliness across the precinct through practical CPTED-informed and operational measures. These include lighting upgrades, improved visibility and passive surveillance, cleaning and maintenance programs, graffiti management, façade improvements, signage and other targeted public realm enhancements.

No.	Name	Delivery timeframe	Rating
2	Curated murals and small-scale street art to deter tagging, promote visitation and celebrate cultural identity	Near-term (1-3 years)	Green
3	Deliver a civic plaza at Jonas Street	Near-medium-long term (2-5+ years)	Green
4	Deliver relevant CPTED actions within Council's remit	Near-term (1-3 years)	Green
6	Improved lighting and visibility along streetscapes and in public spaces	Near-term (1-3 years)	Green
7	Encourage and coordinate the removal of roller door shutters and/or delivery of façade improvements to improve the Street's aesthetic appeal and passive surveillance	Near-term (1-3 years)	Green
9	Community safety and security forums	Near-term (1-3 years)	Green
1	Continued resourcing for graffiti removal	Ongoing	Orange
5	Deliver a laneway activation program targeting Elizabeth Street, Butler Street, and nearby back-of-house laneway, having regard for CPTED actions.	Short-term (1-3 years)	Orange

Shortlisted Interventions

Theme 2: Strengthening the local economy and increasing visitation

This theme comprises actions aimed at supporting local traders, reducing vacancies and increasing foot traffic and dwell time. Interventions include marketing and promotional campaigns, events and activation, business support programs, incentive to attract or retain businesses, and initiatives that diversify the business mix and strengthen the precincts economic resilience.

No.	Name	Delivery timeframe	Rating
10	Marketing and promotions initiatives	Ongoing	High
12	Establish a vacant shop program providing incentives for micro-enterprises, creative businesses and pop-ups to occupy vacant and/or underutilised spaces	Near-term (1-3 years)	High
14	Investigate the potential for a voluntary traders' levy or special rate to fund coordinated marketing and promotions.	Near-medium term (1-5 years)	High
16	Undertake vacancy audits and customer surveys	Ongoing	High
13	Investigate options to encourage landlord investment in long term vacant properties	Near-medium term (1-5 years)	Medium

Theme 3: Enhancing Urban Design and Infrastructure

Interventions in this theme seek to deliver tangible improvements to the streetscape and built environment to enhance walkability, accessibility and overall improvements to the public realm. Typical actions include streetscape upgrades, greening and planting, wayfinding, footpath and public space improvements, and the delivery or renewal of civic spaces.

No.	Name	Delivery timeframe	Rating
17	Targeted initiatives to improve pedestrian experience and perceptions of safety along Lennox Street and surrounds	Medium-term (3-5 years)	High
20	Improve the Victoria Street entrance	Near-medium-long term (1-5+ years)	High
18	Prepare a parking and transport action plan for Victoria Street and deliver upgrades as justified	Near-medium term (1-5 years)	Medium
19	Implement a street greening program	Near-medium term (1-5 years)	Medium

Shortlisted Interventions

Theme 4: Celebrating Cultural Identity and Community Diversity

This theme focuses on reinforcing Victoria Street’s unique cultural character and community connections through place-based cultural and creative initiatives. Interventions include public art, murals, cultural programming, events and partnerships with local organisations that recognise heritage, support creative industries and strengthen the precinct’s identity as a distinctive destination.

No.	Name	Delivery timeframe	Rating
21	Increased events including smaller night-time events and arts/culture themed pop-ups	Ongoing	High
22	Undertake a marketing strategy for Victoria Street including a renewed brand identity	Near-term (1-3 years)	High
23	Renew and expand the community garden program	Near-medium term (1-5 years)	Medium

Theme 5: Unlocking Development and Investment

Interventions under this theme seek to encourage renewal and reinvestment in the Victoria Street precinct. These actions include facilitating landowner coordination, supporting site consolidation, providing guidance on planning or environmental requirements, and exploring incentives or enabling mechanisms that encourage redevelopment and improve the long-term viability of specific sites.

No.	Name	Delivery timeframe	Rating
24	Council-led landowner engagement forums to unlock investment and redevelopment	Near-medium term (1-5 years)	High
25	Prepare a 3D model of the Victoria Street precinct	Near-term (1-3 years)	High
27	Develop a business case for a community hub in Victoria Street	Near-term (1-3 years)	High
28	Consider the long-term use of potential strategic development areas within an adjacent the Victoria Street precinct	Near-term (1-3 years)	High
29	Council to commission independent market and feasibility analysis to test if and when desired development forms can be achieved	Near-term (1-3 years) Review every 5 years	High
26	Undertake a heritage study to provide clear guidance to landowners dealing with heritage issues	Near-medium term (1-5 years)	Medium

Shortlisted Interventions

Theme 6: Effective Governance and Partnerships

This theme includes measures that strengthen coordination and shared responsibility for delivery across Council, agencies, business owners, landowners and the community. Interventions involve forums and structured engagement, monitoring and evaluation processes, and partnership arrangements that support collaboration, build confidence and ensure the sustained and effective implementation of the revitalisation program.

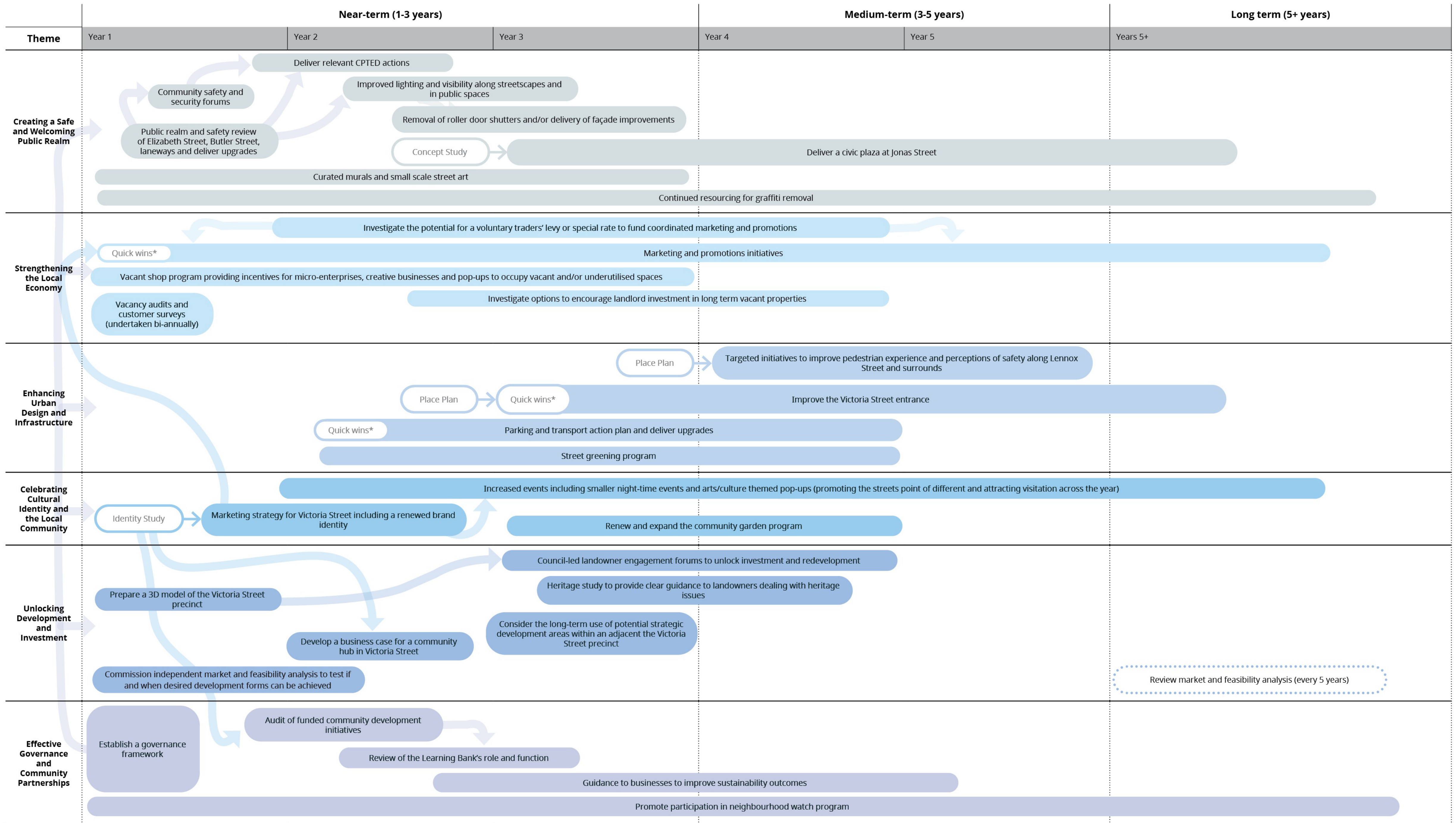
No.	Name	Delivery timeframe	Rating
30	Audit of community funded initiatives if specific relevance to Victoria Street's revitalisation	Near-term (1-3 years)	High
36	Establish a governance framework to oversee the delivery of revitalisation initiatives in accordance with Council resolution	Near-term (1-3 years)	High
33	Promote participation in neighbourhood watch program	Ongoing	Medium
34	Provide guidance to businesses to improve sustainability outcomes	Near-medium term (1-5 years)	Medium
35	Undertake a review of the Learning Bank's role and function	Near-term (1-3 years)	Medium

Delivering the Victoria Street revitalisation initiatives involves a number of interdependent actions. While many interventions can progress independently, several require specific sequencing to ensure they are informed by foundational studies, governance structures, or earlier stages of work. Key examples include brand related initiatives that rely on an identity study, economic initiatives that depend on governance arrangements, and built form or public realm upgrades that must be preceded by concept studies or place planning.

A number of interventions are intentionally staged across multiple phases. For example, the development of a renewed brand identity to guide marketing and events, or the preparation of a place plan to shape upgrades along Lennox Street. These staged components ensure that later works are evidence based and coordinated across Council and partner stakeholders.

Ultimately, all interventions will operate under a central requirement: the establishment of a governance framework to oversee and coordinate delivery in accordance with Council resolution. This governance structure underpins the sequencing and coordination of actions across all themes.

A detailed sequencing and delivery diagram is shown on the following page.



* 'Quick wins' refers to high-impact, low-effort interventions that can be undertaken in the short term to build momentum.

Roll Out Considerations

01

Establish a governance framework to oversee the delivery of revitalisation initiatives

A first step to ensure the effective roll out of interventions for the revitalization of Victoria Street is for Council to establish a governance framework. This includes investigating the opportunity to formalise existing community reference groups (CRG)'s role as a key advisory body. As revitalisation initiative progress, the CRG would collaborate with key businesses, landowners, stakeholders, and relevant State Government agencies and intergovernmental committees to support the long-term management of the Street.

02

Co-delivery is essential to unlock precinct wide benefits

The scale and complexity of revitalisation required in Victoria Street demands shared ownership and coordinated delivery. Council cannot act alone. The delivery of interventions also relies on:

- Delivery partners (e.g. State Government, traders, community organisations)
- Funding sources (e.g. grants, private investment, infrastructure programs)
- Governance mechanisms (e.g. inter-agency committees, precinct partnerships).

The identified governance framework will provide a basis for guiding the coordinated delivery of interventions, including alignment with existing programs (e.g. MSIR's operations, and public housing renewal) and capacity to leverage external resources.

03

Sequencing and synergies

The timing and sequencing of interventions is critical. Early wins in safety and amenity can build momentum and confidence, paving the way for more complex redevelopment and investment. The following recommended timeframes have been identified:

- Near-term (1-3 years) interventions that improve visibility, perceptions of safety, and 24-hour street activation
- Medium-term (3-5 years) actions that support business resilience and public realm upgrades
- Ongoing (1-5+ years) strategies for redevelopment, housing growth, and cultural programming, supported by continued advocacy and resourcing

04

Measures of success

Ultimately, the success of any intervention will be measured by its ability to restore community confidence - in safety, in the local economy, and in the future of the precinct. The level of success should be measured against the following focus areas:

- Perception change (e.g. safety, pride, identity)
- Economic uplift (e.g. reduced vacancies, increased visitation, redevelopment and investment)
- Social outcomes (e.g. inclusion, cohesion, reduced displacement).

