

SRD762 Inter-Disciplinary Planning and Design

Assignment 3: Background Document

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welcome to
TORQUAY
Gateway to the
Great Ocean Road

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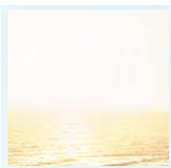
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I. Introduction

This document is intended to be a publicly released and to convey a comprehensive brief. It will identify the issues currently facing Torquay and attempt to produce solutions that will take advantage of existing opportunities through design directives. These directives will attempt to create a future vision for Torquay 2040 and will identify processes and techniques that are required in delivering a positive project outcome.

II. The Vision

Torquay 2040 takes into account the latest trends in areas of commerce and living and the existing potential for sustainable long term developments. These developments will increase and allow for the inevitable population growth which will form the greater city of Torquay as well as a re-identification of Torquay as the gateway to the Great Ocean Road.



1. Context



1.1 The Plan: An Economic and Spatial Strategy

The plan is to create a Torquay that will become a greater gate way to the Great Ocean Road while simultaneously growing sustainably into the greater city of Torquay. There will be rezoning and developments in the west, north and the beach front. These developments will to facilitate Torquay's rising population and year round activity centres.



1.2 Understanding the City

Torquay is a coastal township south of Geelong founded in 1892 with a population of over 7000. 83.4% of people living in Torquay were born in Australia. The other top countries of birth outside of Australia are England, New Zealand, South Africa, Scotland and the United States of America. It currently caters for large amounts of tourists, beach goers and shoppers during the summer months and hikers during the cooler months. It currently facilitates a thriving café and restaurant culture with two main shopping precincts and discount surf wear outlets. Torquay is a great holiday destination with a large number of backpackers and people looking for a temporary sea change.



Bus Routes	
Primary rds	
Secondary rds	
Shared Zones	
Pedestrian Zones	



1.3 The OECD Report: Catalyst for Change

According to the OECD report made by the State Government of Victoria, there is a lack of clarity around the existence of real economic clusters in Victoria. It was discussed in the report that educational institutes in Australia were not engaged in collaboration and that clusters did not operate well. In this report Torquay was also identified as a potential cluster in rural Victoria as well as Daylesford, Yarra Valley and The Mornington Peninsula for economic co-operation and development. One of the major solutions to this was a concentration on the life sciences and biotechnology research, illustrating that Torquay may benefit from an educational institute. Additionally this report touched on Torquay's existing economic climate which consists of surf wear brands which constitutes a major component of Torquay's local commerce.

1.4 A Place Called Torquay

Torquay has an existing identity however there is much scope to make this identity stronger. Creating a sense of place in Torquay could be achieved by updating community facilities for institutions like The Rotary Club and The Lions Club while upgrading existing and creating new youth resource centres and recreational facilities. Another possible solution is to create new regulatory legislation which denotes that all new houses in Torquay must adhere in some way to the 'Australiana' architectural style which would create a diverse but corresponding urban environment.



1.5 The Coastal City Family

It is important to take precedence from existing coastal towns that have grown and become greater cities. Places like Portsmouth New Hampshire, Pine Island Florida and more closer to home Lyttelton New Zealand and Byron Bay Australia.

Like Torquay, Lyttelton has a rich history and was once regarded as the gateway to Canterbury. However Lyttelton's growth stems from its still active port which is the South Island's principal goods transport terminal. Lyttelton's port was its major catalyst for growth. It is this economic cornerstone that Torquay lacks.

Similarly to Torquay, Byron Bay made its mark through its world renowned surf beaches. However like Lyttelton, Byron Bay found its feet through industry. Its first industry was logging which was then followed closely by the Australian gold rush.

The economic booms seen by Lyttelton and Byron Bay ensured their growth and transformation into greater cities. It is these economic cornerstones that Torquay would benefit from.



2. Performance and Prospects

2.1 Economy

Torquay's local economy is based heavily in retail and tourism. Its per capita retail expenditure for food, non food, liquor and groceries is above the Victorian average but catering and service spending is below the Victorian benchmark.

According to an economic study made by Torquay's retail spending was just under 80 million dollars. The report projected that this number will rise to 118 million dollars by 2015 and almost 200 million by 2025.

With a local economy like this it is important to find scope for development in other areas outside of retail. There is scope in Torquay's local economy for expansions in the service industries as it is more likely that the lack spending in this area is due to an insufficient amount of facilities and not a social exclusion.



2.2 People and Skills

Torquay's skate park is a hot spot for celebrity skaters who regularly practice there. Torquay and its surrounding areas are home to one of Australia's most loved recording artists Xavier Rudd, a proud resident of Jan Juc and whose home studio is a sustainable masterpiece.

The people of Torquay are conscious of sustainability which means that any new developments need to be in keeping with this consciousness and be designed with sustainability in mind.

There are a number of organisations that operate in Torquay these including:

Community Groups	Recreation & Sporting	Services Organisations
Friends of Jan Juc Creek Reserve	Danawa Community Garden	Torquay Regional Veterans Centre
Mens Shed	Surf Coast Soccer Club	Torquay Lions Club
Spring Creek Community House	Torquay Bowling Centre	Torquay Life Saving Club
Torquay Esperanto Coffee Club	Torquay Theatre Troupe	
	Torquay Tigers (AFL)	
	The Sand Golf Resort	
	Spring street reserve	
	RACV golf resort	

These organisations make up the part of Torquay's stakeholders making them a crucial component to a successful project outcome.





2.3 Locations

The major locations in Torquay are its famous beaches, Jan Juc and Bells. The other locations of note are:

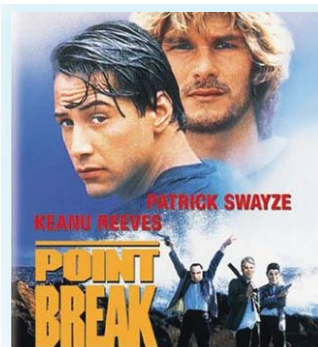
Neighbourhoods & Precincts	Attractions	
Wombah Park	Torquay Town centre	Surf World
Frog Hollow	Saltair Spa Retreat	Australian Skydive
The Church Estate	Torquay Surfing Academy	Surf City Plaza
Zeally Bay	Tiger Moth world	RACV Golf Resort
	Torquay Central Farmers Market	The Sands Golf Resort

Table 2 demonstrates the scope of growth that can occur in Torquay as there is a large amount of attraction but a small amount of neighbourhoods and precincts.



2.4 Torquay in the Global Realm

Torquay is world famous in surfing circles as the home of the rip curl pro effectively placing Torquay in the global realm. Another example of this is the apparel brands Rip Curl, Piping Hot and Quick-silver which are all internationally traded. Surf wear brands and an emphasis on surfing gives Torquay its global standing, however its current commercial climate does not give that impression. Many people travel to Torquay from different parts of the world as it has kept its original feeling and surf town vibe, unlike other beach towns that have lost the originality through gentrification such as Byron bay and Bondi.



3. Vision Strategies and Priorities for Action

3.1 Economy, People, Place and Sustainability

The economic vision for Torquay is to grow and increase simultaneously with the population growth over the next 30 years. It is important to understand that these two must occur together. If not it may result in a lack of services for the population, as seen in areas such as Armstrong creek and Tarneit. To achieve this vision action must be taken to increase in the services industry which will then invigorate the new activity centres.

Torquay's community will grow and become stronger and the amount of community groups will also increase. This is due to the increase in population and the changes in demographics. A solution to this is to increase the amount of community facilities as well as taking action in existing activity centres and creating new ones.



It should be imperative to turn Torquay into a memorable place with the potential to be transformative in conjunction with the creation of quality public spaces and a sense of space. The vision here will be achieved by implementing a sensitive place making strategy. This strategy will have roots in economics, physical scale, social, cultural and the nature of locality.

In terms of sustainability, the vision for Torquay is to create a greener more environmentally coherent city. Although there is an existing knowledge of sustainability in Torquay action needs to be taken in terms of legislation which will impart to residents the importance for sustainable living. This legislation should take into account green- ing strategies and the natural environment.



3.2 Strategy Breakdown

The urban design strategy for Torquay will take into account the points made above in terms of context and the vision strategies and priorities these points for actioning. It will begin with the first 10 steps that will be undertaken to ensure a positive out come, followed by the big moves which will outline and expansion on three imperative design directives, finally concluding with a place making strategy that will expand on the vision for Torquay in 2040.

3.3 The 10 Steps

Step 1: Getting Started

Start the organisational process and secure commitment from interested parties.

Form an executive committee that will keep the initial vision the main focus throughout the process.

Subject the vision to evaluation and critique through a feasibility study.

Initiate a first 100 days plan that will increase the fluidity of the project and the chances of a positive outcome.

Step 2: Identify Stakeholders

Create a list of identifiable stakeholders.

Establish stakeholder groupings and categorise them in three different measurements.

Implement an appropriate communication strategy that solidifies the transparency for all parties operating in the project.

Implement a plan for the engagement of stakeholders.

Step 3: Analyse and Access

Create a profile of Torquay, what it is, where it is going and how will it get there.

Identify the major legislative drivers for infrastructure development and redevelopment.

Conduct an ecological impact study and how issues relating to the environment can be resolved.

Step 4: Establish a vision

Review the major challenges that face the project.

Initiate a think tank to collect ideas from stakeholders.

Formulate a revised vision that takes into account the challenges and their solutions.

Step 5: Set Objectives

Organise and priorities the challenges.

Dissolve these challenges into the overall project objectives.

Ensure that they meet the eco-efficiency standards put forward earlier.

Select the indicators and milestone of project success to better understand the progress of the project.

Step 6: Identify Actions and Strategies

Create action ideas to achieve the project objectives.

Organise, evaluate and rank each action against the others.

Develop a management strategy for flu-
idity.

Step 7: Select Actions

Assess the consequences of each actions
impact on the outcome of the project.

Priorities actions to find which contributes
the most to the project outcomes.

Assess mainstreaming opportunities.

Refine the actions and strategise.

Step 8: Implement actions

Identify and resolve institutional and legislative
communication breakdowns.

Integrate actions into the established plans
and strategies.

Develop an action plan that will ensure a posi-
tive project outcome.

Step 9: Monitor and evaluate

Prepare a monitoring and evaluation strategy.

Decide which stakeholders should be involved in this
process and to what degree.

Generate a 'When and How to' document to better in-
volve all parties.

Evaluate all results of the project

Step 10: Adjust and modify

Implement a strategy illustrated by the diagram below to
ensure that when problems arise there can be modifica-
tion to resolve them.



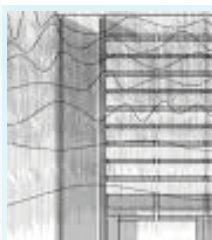
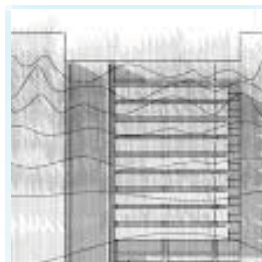
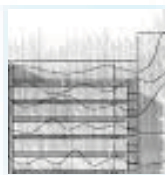
3.4 The Big moves

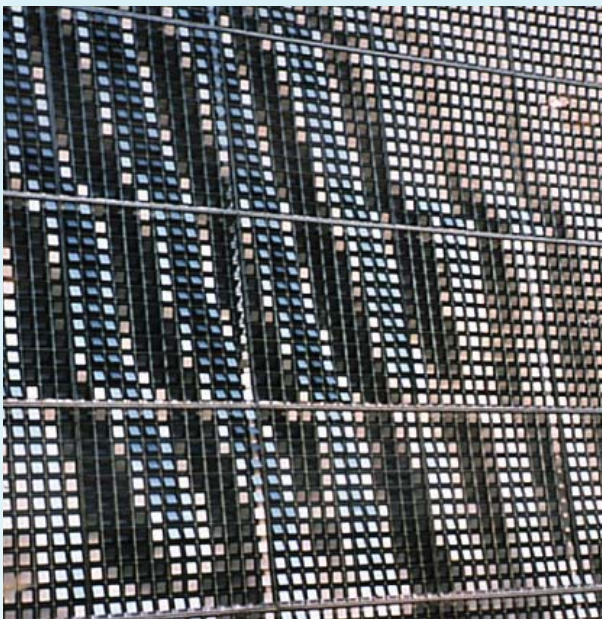
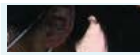
The big moves of this project consist of three major design directives which attempt to resolve issues relating to most aspects of Torquay's urban fabric.

Directive 1

The OECD document mentioned above illustrated that Torquay is to be considered a prime economic cluster in rural Victoria and would benefit greatly from an institute or educational facility whose focus would be on biotechnology and the life sciences. This directive channels this idea directly, proposing that a major educational hub would be beneficial in Torquay.

The Torquay Institute of Biotechnology and Life Sciences will consist of a large complex of institutional buildings located in Torquay West. This hub of learning will boast green buildings with an environmental focus. The design mandate for these buildings will stem directly from the definition of their uses. The two buildings will implement innovative design solutions with the express goal of having them outwardly appearing as a living organism.





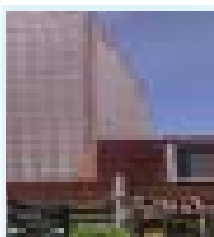
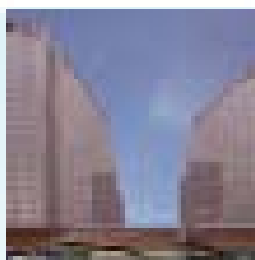
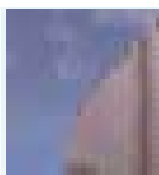
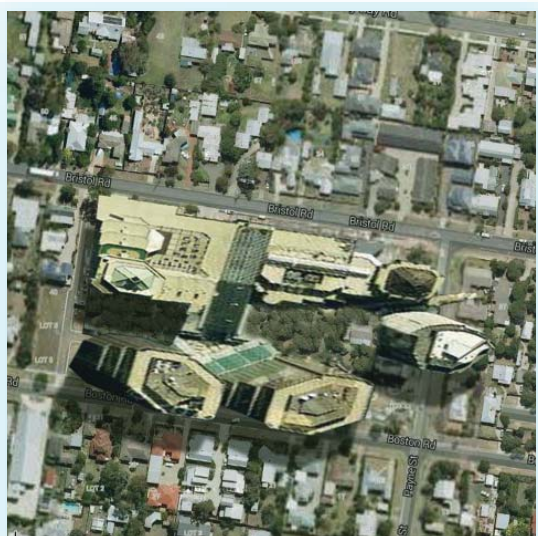
To achieve the appearance of a living organism in these buildings precedence should be taken from environmental artist Ned Kahn, specifically his dynamic wind animated facades. Another precedence that should be taken is Ken Yeang's Eco-skyscrapers as these buildings actually breathe as well as incorporate the natural environment into their daily operation.

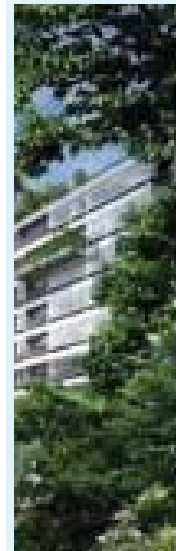


Directive 2

With the increase in retail spending over the next 30 years Torquay will need a newer more up-to-date development to take most of the economic weight. The Torquay Commercial Precinct will attempt to achieve this by offering the large and small surf brands a more international residency.

The design mandate here will be to implement the development of commercial high-rise towers that allow brands like Rip Curl, Piping Hot and Quiksilver to have a larger workforce, retail outlets and design team. These buildings will be primarily office based but will capture the overall essence of surf wear and surfing itself. With that comes a focus on environmental sustainability and longevity.





To inspire and portray a more international essence the buildings for Torquay Commercial Plaza should take precedence from majority of the post modernist school of architecture. These buildings will also need to incorporate the natural environment as to create a healthy working and shopping space, a large amount of natural light and interior flora should be used.

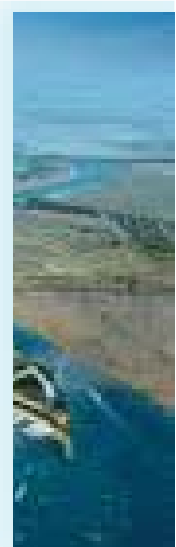
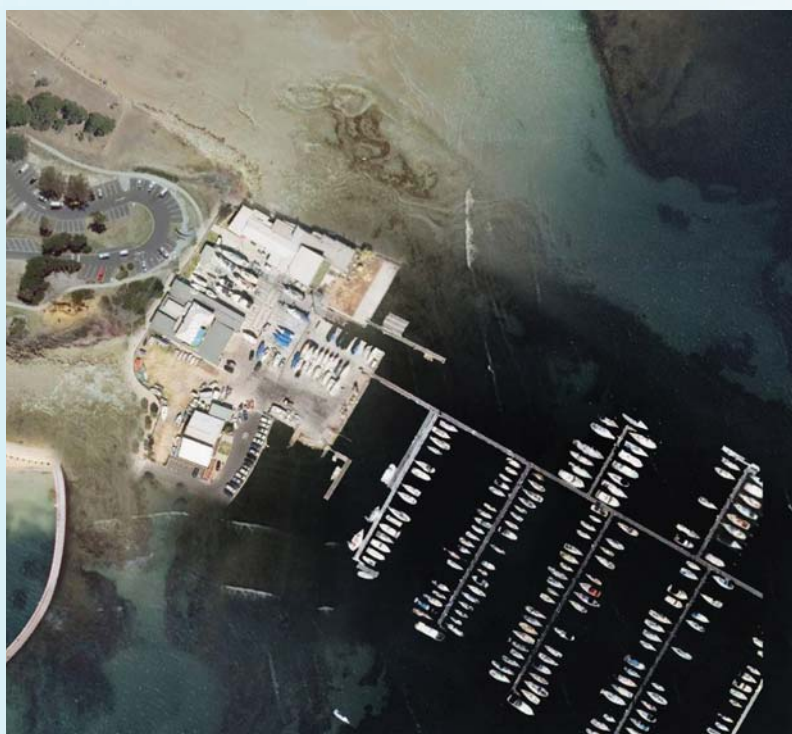
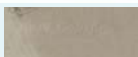


Directive 3

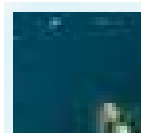
Taking ideas from the growth observed in Lyttelton New Zealand, Torquay could benefit from a marina and port complex. This would be located as an extension of ANZAC drive minimising the impact on beach goers. This directive would allow mooring for small cruise ships and personal vessels as well as providing an access point for a possible ferry stop for the Queenscliff – Sorrento ferry.

The design brief for this directive should consider the impact on beach goers and the natural environment. Its will include small restaurant tenancies as well as a modest ferry terminal with waiting areas. Additionally it should take precedence from Geelong's eastern beach and would include an area for swimming with barges and large permanent water play equipment surrounded by a shark net. This portion of the directive seeks to activate the southern parts of Torquay and the rocky outcrop that is currently used only as a viewing point.





This directive should first and foremost, from a design perspective, celebrate the ocean and water through fluid design and movement. Precedence should be taken from the Marina Bay Sands foreshore complex as well as Hong Kong's ferry terminal complex.





3.5 The Place Making Strategy

There a number of factors that play a key role in successful place making and these include:

The quality natural environment

Enhance and celebrate the natural environment with minimal impact projects as well as creating awareness of environmental issues.

Innovation and cultural capacity

Achieve a greater sense of community through innovative ideas and the reaffirmation of Torquay's identity. Additionally, attempt to increase the cultural capacity in areas that are lacking winter activities.



Distinctive amenities

Make recognisable amenities to any new comers or travellers in Torquay by centralising most of the industries, for example services, medical, entertainment and retail.

Street life, 'Hipness' tolerance

This is the more esoteric of the factors that create successful place making. It attempts to define the delicate balance between 'cool and 'uncool' usually stemming from issues like excessive urbanisation and over-gentrification, where, if everyone thinks its cool, its not.

Choice and diversity

Celebrate the choice of living in Torquay or staying for a short time. This needs to be resolved in a way where travellers need not feel they are unwelcome or don't fit in as they do not plan to stay long enough to become a 'local'.

Accessibility

Increase the accessibility of Torquay from other coastal regions attempting to make it an easier destination than Geelong through more signage and increasing the amount of arterial roads.



4. Implementing the Plan

4.1 A Long-term Commitment

Implementing a plan of this magnitude presents many challenges which need to be resolved as soon as possible. The implementation will need to have a long term commitment from all parties involved, including the project team and the stakeholders. It is detrimental to the success of the vision if any party loses focus throughout the project. It is imperative that the milestones that have been set out earlier in the project are celebrated when they are completed. There needs to be a large amount of transparency in the project as to allow all parties to be updated even if there are setbacks.

In legal respects a long term project like this has an enormous amount of contracts that have many clauses in them for various obstacles. It is incredibly important to secure the long term commitment of contractors, the project team and other parties involved.

4.2 A Time of Flux and Uncertainty

It is at the points where unforeseen challenges arise and the end does not seem clear, where the project can seem to drag out and have no way of ending. It is important to keep the focus of the parties involved by having a flexible strategy that allows for these upsets and can adjust to these setbacks while keeping in mind the final successful vision. It is important also to note that changes to infrastructure, retail outlets and some parts of the beach will have major drawbacks to the regular users. An example of this can be seen in the City of Maribyrnong's redevelopment of Footscray Plaza and how the local populous is now without a Coles and Kmart for a full 12 months with the nearest shopping centre now 4 km from the heart of Footscray. It is this example that illustrates the flux and uncertainty that surrounds long term projects such as this.

4.3 Partnerships

Partnerships are important for large scale projects as they generate the financial income through various public and private partners. These partners are evaluated and prioritised into three different categories.

Essential: The project and processes will fail without these parties involvement

Important: The project could suffer problems if these parties were not present

Minor: The parties that are impartial to the project and whom have no real contribution to the outcome of the project.



It is important throughout the process that the partner's commitments are reconfirmed through agreements, memorandums of understanding, sectoral work programmes, and budgets. Additionally this includes attendance at action plan meetings as well as milestone and launch events



4.4 Conclusion

With the rise in population and change in demographics Torquay will undergo massive changes. It is important to take into account the OECD report as well as the reinvigoration of Torquay's sense of place. Taking precedence and implementing legislative guidelines for streetscapes will help with these changes, this, coupled with the lessons learnt from the OECD report and analysis of Torquay and where it is heading will allow the implementation of change to occur smoothly and successfully.

As Torquay's economy is based in retail it is important to implement changes that take this into account as well as celebrating the increase in other areas of the local economy. Torquay has an existing community with various groups and organisations operating within it. These groups must be accounted for when changes are implemented. Additionally these groups are enhanced by the number of attractions within Torquay and Torquay's standing in the global community.

The development of a new educational institute in the Torquay Institute of Biotechnology and the Life Sciences will increase the activity in Torquay over the winter months as well as providing an outlet for the growing population. The implementation of a high-rise development as the centre for all retail commerce in the area is a major step and will help to provide employment and sustainable financial growth in Torquay. Finally the implementation of the Torquay Marina and Ferry Terminal will increase Tourism in the in the areas making Torquay the major gateway to the Great Ocean Road. These design directives coupled with a sensitive place making strategy will complete the vision of the Greater City of Torquay.

Analysis of Torquay's economics, people and the aspects of sustainability allow for sensitive development which will ultimately increase the changes occurring in Torquay as well as lubricating the processes. Breaking this process down into 10 major steps coupled with a first 100 days plan increases the chances of success. It also increases the success of the three big moves in terms of design directives.

Although these points are sensitive it will still spell a time of flux and uncertainty within Torquay over the next 30 years and therefore it is important that all parties involved are committed long term to the success of the vision.

With all of these components working together it is possible to see a Torquay that is a greater city and a greater gateway to the Great Ocean Road and with community support, an excellent project team and an inspirational vision statement it possible to make Torquay the city it deserves to be.



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