THE COLOURS OF COBURG: PLACE FRAMEWORK - VERSION 2

the COBURG initiative
Moreland City Council acknowledges the traditional owners of the land, the Kulin Nation, of which the local Indigenous people are the Wurundjeri. Council is committed to building a trusting, collaborative and supportive relationship with indigenous groups, and to respecting identified Aboriginal sacred sites and special places.

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Names of public realm locations in this document are for drafting purposes only and do not indicate formal naming of these squares.

Version 2, April 2012.
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Ours is a fortunate community. We enjoy two rich benefits in abundance; we have enviably deep neighbourhood connections because of a notable tendency for second and even third or fourth generations in this part of Melbourne to build or buy close to home and family, and we live in one of the most culturally diverse communities in the country. This cultural diversity has vividly enriched our city, giving us all the colours of Coburg, a distinctive character to our streetscapes and a fascinating range of languages and dialects heard in the places where we gather.

For these reasons, Council has approached the challenge of renewing Coburg’s town centre with a mix of caution and excitement. Caution, because we are determined to honour the community’s desire to preserve the things they value in our streets and lanes and open spaces. But excitement too, because we think that Coburg’s future is limitless, that Coburg can be the equal of any of the fine communities of similar scale around the world that distinguish themselves by simply working better in the modern world. Many such communities, incidentally, are very old. Their achievement has been to adapt their form and their history and their commerce to the modern world. Coburg can do that too, and do it well. We have an excellent example nearby - right on our doorstep in fact. (Though they might say it is we that are on theirs!) The City of Melbourne today enjoys worldwide recognition within professional urban design circles for its success in breathing fresh life into its lanes and arcades, and re-making the city’s sense of place around the treasured difference of these relics of an earlier age. Coburg shares some of that tradition - and all of its potential.

When The Coburg Initiative was launched in 2007, it began a journey which continues to this day, a journey of conversations, of community events and consultations, of workshops and presentations, of literally hundreds of sketches on swathes of tracing paper, as the community’s hopes and needs have been interpreted and re-interpreted, drawn and re-drawn.

“The Colours of Coburg” is a stock-take, a report back to the community of the status of this journey. It has two goals; the first to account to the community on the results of sustained and serious work undertaken in their name. The second, to provide for, and to invite, feedback from the people of Coburg, before we move forward to the actual implementation phase, the construction of a new Coburg that retains the things we value most, leaves behind those we like least, and constructs the public spaces and new buildings we need and wish for in the future. “The Colours of Coburg” is a pause on our journey, but a very important one.

- We urge all interested community members and stakeholders (businesses, organisations, sporting bodies, cultural interest groups and the like) to examine “The Colours of Coburg” thoughtfully and to report any feedback via one of the channels identified at the back of this document. We are eager to move forward to implementation and this status report is a milestone, a key opportunity for course adjustment or confirmation according to the wishes of this community.

Let us make Coburg the best it can be for our residents, businesses, visitors - and the generations that succeed us.
THE COLOURS OF COBURG: PLACE FRAMEWORK

Learning
1. Renewal: A Generational Opportunity

1.1 Is renewal needed?

All towns need on-going renewal. It may mean simply maintenance, or it may mean something bigger. As with towns and cities of similar age almost everywhere, Coburg’s centre needs rejuvenation. Towns experience wear and tear over time. Infrastructure ages and breaks down or becomes excessively expensive to maintain. Some of this deterioration is unseen, some very visible. But it happens - everywhere. Which is not to say that Coburg needs wholesale change. It does not. Our community has been loud and clear about the things they prize - which will be retained. But undeniably, there are things that could and should work better.

Council chose to take stock - rather than just apply patches - and adopt a long term view. We asked…how good could Central Coburg be? Council wanted to do it once, and do it right. Doing it right meant studying the best of what has been done in similar situations in other places, inviting the advice of experts, finding the right private sector partner, and getting good people to work on the program.

Council also took the view that whilst renewal of Central Coburg was an obligation in respect of deteriorating infrastructure, it was also a magnificent once-in-a-generation opportunity to build the foundations of a prosperous community for our next century.

Lastly, Council is fully supportive of, and responsive to, the Victorian Government’s future planning framework for Melbourne, ‘Melbourne 2030’ (see Section 6). ‘Melbourne 2030’ makes a compelling case for Coburg to ensure that it fulfils all its opportunities and possibilities as a Principal Activity Centre (PAC). To do this Central Coburg must reinvigorate its commercial heart and become home to more people. The Coburg Initiative is a process designed to deliver these outcomes.

Over the next two years the Victorian Government will be preparing a new metropolitan planning strategy to manage Melbourne’s growth and change. The strategy will contribute to the overall vision for the State including links with regional Victoria. The strategy will help guide Melbourne’s growth and change over the next 30-40 years. It will give communities, businesses and local government the confidence, flexibility and certainty needed to make informed decisions about their future.
1.2 A better way to work

Coburg has a rare opportunity. Moreland City Council owns some 12.75 hectares of land in and around the very heart of Coburg. This simple fact places the Council, acting in the interests of the wider community, in a position to negotiate with the private sector to seek a win-win outcome for both in a total project area of approximately 40 hectares.

Stereotypically (as we read routinely in the media) the interests of developers and community collide. Developers place their capital at risk and therefore quite properly seek a robust commercial return. The community frequently wishes the developer would simply go away (in which case nothing ever happens) or, alternatively, has unrealistic expectations of the benefits it might receive in the way of public amenities in return for granting “permission” to the developer to proceed.

How often do we see this scenario? Invariably it becomes a war of attrition, waged between the community and the developer with the council caught in the middle. A developer lodges a Development Application for a 12-story apartment tower in the expectation that they will eventually settle for, say, 8 stories. It wastes an enormous amount of time, energy and resources for all parties, not to mention incurring very large legal fees.

Were it not for the fact that Council owns this strategic land in the heart of Coburg, this might be the scenario here too, but because Council owns highly desirable land, it is in a position to determine what happens on that land. Council however, is not a developer—and it is the private sector that has the skill sets, the personnel and the access to capital to value-add in the form of funding, designing and constructing buildings and associated public spaces and amenities to deliver the upgraded town centre the Council seeks for the community.
1.3 The bigger picture

One other driver for renewal is inescapable. Central Coburg must become more productive as the engine room of a local economy. Central Coburg needs to provide more jobs, and bring in more visitors, including for business, retail, services and entertainment. Central Coburg is not doing enough today to provide jobs for our people, turnover for our traders and small businesses, and confidence for their futures.

The Central Coburg Structure Plan 2020 (August 2006-pictured) called for the area to meet the 2020 requirements of a Principal Activity Centre (PAC) in order to deliver the plan’s vision that Central Coburg be the primary place of employment, living, shopping and activity in Moreland. Designation by the State Government as a Principal Activity Centre confers significant benefits in terms of government support.

Principal Activity Centre designation requires four key attributes to be demonstrated:

1. A mix of activities that generate high numbers of trips, including business, retail, services and entertainment;
2. Be generally well served by multiple public transport routes and on the Principal Public Transport Network or capable of being linked to that network;
3. A very large catchment covering several suburbs, and attracting activities that meet regional needs; and
4. The potential to grow and support intensive housing developments without conflicting with surrounding land uses.

Notwithstanding the comparative ease with which it meets tests (2) and (4), Central Coburg presently ranks so poorly in (1) that it cannot hope to meet (3).

Central Coburg can be, and can do, so much more.
2. Defining the Opportunity Area

2.1 Significant Regional Role

Coburg sits astride one of the best known intersections in all of greater Melbourne (cnr. Sydney Road and Bell Streets); is just 8 kms. from the Melbourne CBD; less than 30 mins. from Tullamarine Airport; enjoys excellent public transport; is home to a famously diverse but united population and rates very highly in terms of long-term retention of its residents, with many 2nd, 3rd, and 4th generations keeping it as their home.

It has all of the characteristics to support an on-going prominent regional role in the north of Melbourne.

2.2 Substantial Opportunity Area

Ownership of approximately 12.75 ha of land* within the Coburg Principal Activity Centre has given Moreland City Council the capacity to enter into substantive negotiations with the development sector, whose ultimate prize is development rights over the Council land.

Performance measures for The Coburg Initiative include social, aesthetic and economic outcomes as well as the nature of buildings.

* The Coburg Initiative project area is approximately 40 ha
3. Process: Ensuring Community Benefit

3.1 Doing nothing is not an option.

In theory we can do nothing, simply leave Central Coburg as it is. There was significant sentiment expressed for the do nothing (usually expressed as some variation of “leave Coburg the way we like it”) option in the course of the public consultation process. However “do nothing” does not stand up to scrutiny, for Central Coburg cannot be frozen in place—it would in fact continue on the decline that many respondents pointed to when they observed that the character of the retail offering in Central Coburg has declined over the past decade. Doing nothing would consign Central Coburg to an uncertain future as investment was directed at other centres in our region, accelerating the relative decline of Coburg.

3.2 Asking the right people, the right questions.

Council’s strong position is that the community should determine its own destiny by adopting a pro-active course on renewal (in contrast to “do nothing”) in the interests of future generations of Coburg residents, business owners and operators, local organisations and visitors. Council was always determined that “doing it right” meant listening to the community. And to listen properly takes time. In 2009 alone we spoke with over 1,000 community members and 40 organisations. Consultation events included weekly listening posts in Victoria Street Mall, an all day SpeakOut, community workshops, structured interviews and focus groups. The consultation focused on understanding the community’s values and aspirations. The outcomes were recorded and have informed the goals and performance standards to be delivered by the project.

This has taken time, but we believe we are assured of creating a new Coburg that preserves the things that our people value and introduces the new amenities and services that you want. How do we know? Because you told us…and we have listened.
3.3 What you told us. Core findings from community consultation April/May 2009.

<table>
<thead>
<tr>
<th>These things could be improved</th>
<th>These things need to change</th>
<th>Key themes for The Coburg Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coburg needs an iconic centre, an address for Coburg, which people recognise. The traffic along Sydney Road needs to be better managed to create a safer environment for cyclists, pedestrians and public transport users. Footpaths need to be made wider and pedestrian access needs to be improved throughout Coburg. The land where the carparks are located needs to be developed with mixed use residential/retail. The cars need to get off the ground level. Upfield bike path needs improved links from Reynard Street to Coburg Station.</td>
<td>Currently too much status is given to cars rather than pedestrians. The carparks dominate the whole area and sometimes the behaviour of drivers makes Coburg feel unsafe. Pedestrian connections throughout Coburg need to change, including connectivity between the Victoria Street Mall and Coburg Train Station and pedestrian links across Bell Street. A resident population needs to be introduced to Central Coburg. The housing stock should diversify and include medium and high density options to cater to smaller household sizes. Coburg needs social housing for newly arrived immigrants, people with disabilities and lower socio-economic groups. Coburg needs night time activities including a cinema, music venues, cafes and restaurants. The Leisure Centre needs to be relocated or reconfigured so more people can access it. The sports oval also needs to have better access. Take down the fence around the oval and make it more open and accessible to the wider community. The issue of two pools in Coburg needs to be resolved. Provide some space for children to play. Coburg also needs more facilities and amenities for youth. Coburg needs a junior high school that links in with existing community facilities.</td>
<td>Throughout the consultation process a series of key themes has emerged. These themes reflect what is important to the people who live and work in, and visit Coburg. The themes have been clustered into the following; Preserve, Add, Remove and Keep Out.</td>
</tr>
<tr>
<td>The general maintenance and cleanliness of Coburg needs to be improved by providing regular street sweeping and litter control. The diversity of the shops needs to be improved. There are too many discount stores and not enough shops that sell high quality merchandise and clothing. The retail mix needs improving along with better restaurants, key drawcards, enhanced market, nightlife and general evening activities. More green spaces and trees need to be introduced, along with more places for the community to gather, more open spaces and more seating. The use of ‘dead’ spaces could be improved. These spaces could be turned into active, well-used public spaces. Improve the shops, buildings and make Coburg a green’ suburb by ensuring any new building has a six star energy rating. Coburg could be improved with an education hub that includes a secondary school and lifelong learning opportunities.</td>
<td></td>
<td>Preserve</td>
</tr>
<tr>
<td>Public toilets need to be improved, upgraded or replaced. Baby change facilities and places for families to sit and feed children will encourage more people to use Central Coburg and stay in the area.</td>
<td></td>
<td>Add</td>
</tr>
</tbody>
</table>

Throughout the consultation process a series of key themes has emerged. These themes reflect what is important to the people who live and work in, and visit Coburg. The themes have been clustered into the following; Preserve, Add, Remove and Keep Out.

**Preserve**
- The cultural diversity which is reflected in the shopping, food and character of Coburg
- Busy, vibrant shopping centre which includes specialty and mixed use shops
- Location of the library as a key community service and meeting point
- Opportunity to access a range of public transport options
- Heritage landmarks including churches, the Coburg Train Station and Sydney Road’s 19th century facades

**Add**
- Traffic management measures along Sydney Road
- Wider footpaths and improved pedestrian access to Coburg Train Station, Leisure Centre and along Sydney Road
- Diverse housing opportunities including social housing
- Evening activities including restaurants, cinema and cafes
- Life long learning opportunities including a high school
- More public spaces including green areas and places for community members to meet
- More public toilets with amenities such as baby change facilities
- A network of laneways throughout Coburg

**Remove**
- Some of the existing carparks and car dominated environments
- Fencing around the Coburg Oval
- Harsh surfaces throughout the Coburg Initiative area

**Keep out**
- Poorly designed and unsustainable buildings
- Housing developments with insufficient transport options and access to open space
4. Reflecting the Community’s wishes

4.1 Core Output

The process of engaging with, and listening to, the community was comprehensive. A Vision Statement had been adopted by Council in August 2006 (see 4.2 below) and what was now required was a set of guiding Principles to be determined through listening to the community. These principles are articulated below (4.3) and were adopted by Council in August 2010.

4.2 The Vision

Central Coburg develops as the prime shopping, living, employment and activity precinct in Moreland. The centre is transformed into an attractive system of streets and spaces. Central Coburg becomes a sought-after living environment, offering a range of housing choices, including high density housing. Most people arrive at the centre on foot, by bike or by public transport. The provision of a range of services enables people to conduct a number of different activities based on the one trip. Central Coburg is linked with networks of green space.

4.3 Principles

12 key principles have been established against which every element of The Coburg Initiative project will be assessed:

Central Coburg will revive and capitalise on its sense of place by…
1. Recognising its history while building a strong economic future;
2. Connecting all its people and generating visible local pride and ownership of place;
3. Developing its cultural vitality and embracing entrepreneurship, creativity and innovation.

Central Coburg will support a vibrant, safe, diverse, connected and harmonious community by providing …
4. A place that is economically and environmentally efficient, economically and socially equitable, and socially and environmentally healthy;
5. A pedestrian-oriented environment with all streets, laneways and other public spaces that are attractive, safe, inviting and lively and with a human scale, flavour and feel maintained in Sydney Road;
6. Streets that serve walking, cycling, public transport, delivery vehicles and private vehicles in that order, and easy access to regular and reliable public transport services of all types;
7. In one accessible location, mixed use development throughout that includes a range of services and community and cultural facilities that reflect a growing and diverse community;
8. Residential development that is high density, diverse, accessible and adaptable, includes affordable and social housing, and gives housing opportunities to all people;
9. Both public and private developments and public spaces that are accessible and allow participation by people of all abilities and ages;
10. A feature of high-quality open spaces with more street trees and off-street plantings, landscape features and improved links between places to allow social interaction for all ages and circumstances.

Central Coburg will be an exemplar eco-city of the 21st century by…
11. Harnessing the benefits of its close proximity to the Melbourne CBD and using its significant public transport links to strengthen Coburg’s role within the northern region as a Principal Activity Centre and increasing opportunities for people to work, study and play close to home;
12. Contributing to an excellent built environment through quality, sustainable design, development and stewardship and developing a reputation as a smart city.
5. “Place Making”.
What it means. Why it matters. Why Coburg is good at it.

5.1 What it means

In this suite of five documents, numbering several hundred pages in total, the first and most important document is entitled “Place Framework”. This reflects the importance the ‘Coburg Initiative’ team accords the idea of Place, which is a term used by architects and planners since the 1970’s to describe the process of creating squares and plazas and public spaces that would attract people to meet and mingle because they were especially pleasurable and interesting places to be. This quote from a 2001 speech* by a distinguished UK architect Bernard Hunt captures a common concern about misplaced priorities in relation to urban design, which is often seen to concentrate on buildings at the expense of places:

“We have theories, specialisms, regulations, exhortations, demonstration projects. We have planners. We have highway engineers. We have mixed use, mixed tenure, architecture, community architecture, urban design, neighbourhood strategy. But what seems to have happened is that we have simply lost the art of placemaking; or, put another way, we have lost the simple art of placemaking. We are good at putting up buildings but we are bad at making places.

Places exist in the public realm (to use another favoured urban design term), which is all of those areas in an urban environment to which the public generally has access—the parks and lanes and arcades and footpaths where we walk, sit, chat and play.

Framework (as in “Place Framework”) is a term denoting the set of guidelines that have evolved from the public consultation process to inform the brief to the architects, landscape architects and associated professionals who will be charged with designing new projects. But—and this is the key point—in all such briefs it will be clear that in Central Coburg, Place, and the public realm, has priority.

5.2 Why “place” matters.

Place, and the public realm, are far too important to be left to chance, and too important to be dealt with after the buildings. Safe, welcoming, vibrant, pleasurable and interesting places are critical to the success of urban design, more critical in fact than the nature and merits of buildings that might rise above them. That represents the view of The Coburg Initiative partners. That is why this Placemaking Framework is the lead document in this suite of documents.

5.3 The idea of “third place”.

There is another way to look at the meaning of “place” that is easier for most of us to identify with than the dry language of architectural definitions. This is the idea of “third place”, a term coined by an American academic** to complete the idea that in modern suburban societies time is primarily spent in isolated first (home) and second (work) places, but that third places offer a neutral public space for a community to connect and establish bonds. “These third places”, says Professor Oldenburg, “host the regular, voluntary, informal, and happily anticipated gatherings of individuals beyond the realms of home and work.” This idea holds that streets, pubs, cafes, coffee shops, post offices, arcades and other third places are the heart of a community’s social vitality. This is the perception of Place that drives Council and the Coburg Initiative team. Despite the relative absence of attractive “places” in the architectural definition sense, Coburg is very successful at these third places, most notably Victoria Street Mall.

What do third places “feel” like? Oldenburg lists eight characteristics of third places:

1. They’re neutral ground
2. They’re “levellers” where rank and status don’t matter
3. Conversation is a main activity
4. They’re easy to access and accommodating
5. They have a core group of influential regulars
6. They have a low profile instead of being showy
7. The mood is playful
8. They feel like homes away from home

Does this sound like places in Central Coburg? Take a look at the thoughts on the page opposite, from people in the streets of Coburg, given (with kind permission to print) in September 2010.

* Speech by Bernard Hunt, Managing Director of HTA Architects Ltd, 22 February 2001 to London’s sustainable placemaking forum
** Term coined by Florida-based urban sociologist Professor Ray Oldenburg, author of The Third Place and The Great Good Place.
Coburg is naturally good at “place”.

<table>
<thead>
<tr>
<th>Name:</th>
<th>What I love about Coburg:</th>
<th>My top Coburg Tip:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ian and Joan – Coburg residents for 55 years.</td>
<td>The friendliness of the community – if you’re willing to talk to people they’ll always take the time to have a chat!</td>
<td>The variety of cheap, quality pub food - try Drums Hotel or Browns Corner Hotel.</td>
</tr>
<tr>
<td>Geou-Chu – operating a small business in Coburg for 7 years.</td>
<td>The multi-cultural community and the convenience of having everything I need within walking distance.</td>
<td>Coburg Dry Cleaners on Waterfield Street.</td>
</tr>
<tr>
<td>Melinda – lived in Coburg for 6 years, returning from overseas to visit friends and family.</td>
<td>A lovely sense of community, and a really friendly place for families.</td>
<td>Coffee &amp; Kitchen’ in Victoria Street Mall – the best coffee in Coburg and after years it’s still $2 a cup.</td>
</tr>
<tr>
<td>Andrew – Coburg resident for 2 years.</td>
<td>Victoria Street Mall—our family’s favourite part of Coburg. The kids love chasing the pigeons, and I love the coffee.</td>
<td>Rocky’s butcher in Victoria Street Mall – it’s my tip for Coburg’s best sausages.</td>
</tr>
<tr>
<td>Sameer and Mohamed, weekly visitors to Coburg.</td>
<td>Good food and convenient shopping.</td>
<td>Al Alamy on Waterfield Street – the best Arabic grocery store in Melbourne.</td>
</tr>
<tr>
<td>Abbey - born and raised in Coburg.</td>
<td>The friendly and inclusive community.</td>
<td>Starting my day with a $2 coffee in Victoria Street Mall, the strongest caffeine hit in Melbourne, then ‘aqua-moves’ classes at the Leisure Centre.</td>
</tr>
</tbody>
</table>
5.4 Places we can learn from.

Representatives of the project team visited municipalities in Spain (Barcelona), France (Bordeaux) and the United Kingdom (London, Sheffield, Manchester and Liverpool) where successful urban renewal projects had been completed in circumstances with clear relevance to the opportunities and challenges of Central Coburg. Whilst an obvious dividend from the study tour was learnings in relation to the actual architecture and built form of the projects visited, perhaps a greater benefit was first hand exposure to parallel challenges – and consequently useful solutions – under the general heading of “How does local government get something of this scale off the ground?”

Local communities quite properly look to local government to fix problems of ageing infrastructure and to make good things happen in circumstances where broad-scale urban regeneration is called for. At the same time they wish to be certain that processes are transparent and that the infamously (if unfairly) stereotypical “greedy developer” does not benefit at the expense of the community.

The first and most profound lesson of the study tour was that there is no challenge confronting Moreland City Council that has not confronted their peers in other countries. Across the different languages (Spanish, French, English) and the different systems of government and property law and even different cultures, almost all of the core issues were essentially common.
Public art can make a magnificent contribution to place. The Coburg Initiative includes public art in a renewed Central Coburg.

These included…

➢ Urban renewal is not the self-serving creation of “greedy developers”. It is a vital necessity in its own right as towns and cities in developed countries seek to adapt 19th century (or earlier) “town planning” to a 21st century reality, with the inevitable requirements for - amongst other things - higher density and specific sustainability measures.

➢ Major urban renewal projects need partnerships including the private sector and all levels of government.

➢ Renewal projects are complex and take time.

➢ Most projects are infrastructure-led and consequently require significant up-front funding from State or Federal Government.

➢ There is almost always a funding gap (between cost and value). Government often funds this gap to leverage private sector funding to achieve its policy outcomes.

➢ Good community engagement builds the credibility of the project team and enables difficult issues to be identified and worked through.
6. Planning & Economic Context

6.1 ‘Greater Melbourne into the Future’

The Moreland City Council is advancing The Coburg Initiative in the context of the Victorian Government’s future planning framework, ‘Melbourne 2030’. On even the briefest reading of ‘Melbourne 2030’ two things of immediate relevance to Coburg become apparent:

> Coburg needs to be pro-actively responsive to Melbourne 2030 in terms of fulfilling its Principal Activity Centre opportunities and potential.
> Coburg is well placed to satisfy the relevant criteria.

A third factor is relevant to The Coburg Initiative. That is that the Victorian Government’s objectives (see below) align notably well with the goals our community has set for the renewal of Central Coburg.

The key Victorian Government objectives for the development of activity centres are to:

> reduce the number of private motorised vehicle trips by concentrating activities that generate high numbers of (non-freight) trips in highly accessible locations
> encourage economic activity and business synergies
> broaden the mix of uses appropriate to the type of centre and the needs of the population served
> provide focal points for the community at different geographic scales
> improve access by walking, cycling and public transport to services and facilities for local and regional populations
> support the development of the Principal Public Transport Network.

Over the next two years the Victorian Government will be preparing a new metropolitan planning strategy to manage Melbourne’s growth and change. The strategy will contribute to the overall vision for the State including links with regional Victoria. The strategy will help guide Melbourne’s growth and change over the next 30-40 years. It will give communities, businesses and local government the confidence, flexibility and certainty needed to make informed decisions about their future.
6.2 The Importance of being a Principal Activity Centre

Two extracts from ‘Melbourne 2030’ are telling:

- The size and/or location of Principal Activity Centres mean they have an especially important role to play as a focus for community activity, services and investment. Melbourne 2030 identifies them as a location for priority government investment and support. The Government will work with the private sector to help effect improvements to public transport at Principal Activity Centres. The Transit Cities program will focus on these centres to produce better, more integrated land-use and transport outcomes.

- The Government intends that the planning, investment and development processes will encourage growth at those activity centres that are well-located. This will discourage developments outside the activity centres, and it will discourage continued growth at centres that cannot meet performance standards for public transport accessibility and other criteria.

The Government’s position could hardly be clearer. Priority government investment and support will go to designated Principal Activity Centres. Conversely, centres that do not fulfil the relevant criteria for Principal Activity Centre designation will find that their aspirations for continued growth are “discouraged”.

Council is determined to position Coburg for government investment and support. Comprehensive fulfilment of Principal Activity Centre status is therefore seen as an imperative. Coburg’s highly strategic location in Melbourne’s north, just 8 kms. from the city’s CBD, combined with its capacity to provide an authentic walk-to-work environment (for local businesses), its good public transport links and its established stature and strong community and business networks give it every chance to evolve as the dominant self-contained ‘village within a city’ in Melbourne’s inner north.

What does this mean for the people who live in Coburg? If we wish Central Coburg to meet the test we have set in our community-endorsed Vision (“Develop as the prime shopping, living, employment and activity precinct in Moreland” - p 20) then it is unquestionably a good thing to enjoy priority government investment and support. Government determines, for example, expenditure on transport infrastructure. The provision of enhanced public transport has the capacity to free many residents from the need to own a car. It is hard to conceive of a better incentive for residents and visitors alike to embrace the ‘walkable village’, than the provision of truly excellent public transport - which will be the preserve of Principal Activity Centres.
6.3 Delivering on Principal Activity Centre Designation

Principal Activity Centres must demonstrate 4 key things:

1. A mix of activities that generate high numbers of trips, including business, retail, services and entertainment;
2. Be generally well served by multiple public transport routes and on the Principal Public Transport Network or capable of being linked to that network;
3. A very large catchment covering several suburbs, and attracting activities that meet regional needs; and
4. The potential to grow and support intensive housing developments without conflicting with surrounding land uses.

The challenge for Central Coburg to achieve all four qualifying criteria, is large. Analysis (as part of The Coburg Initiative) has shown that the centre poorly performs in (1) and consequently cannot fulfil (3). On the other hand Central Coburg is especially strong in relation to (2) and (4).

As illustrated in the adjoining chart, Central Coburg’s contribution today to the economic life of Moreland is very weak. Not only would this situation, if left unaddressed, fail our PAC test, it would likely consign Central Coburg to a continuing long decline. A vibrant and diverse economic base is a necessary condition for opportunity, hope and prosperity. For individuals, this means a broad range of employment and service options, and for business, quality infrastructure, spaces that allow them to grow in place, a ready labour force and of course, a viable and healthy market within which to trade.
6.4 Economic Consequences

Through benchmarking Central Coburg against two highly successful Principal Activity Centres – Box Hill and Subiaco (WA), it was possible to identify both the quantum of change (total jobs and investment required) and the diversity of uses that could be appropriately located in Central Coburg. Further analysis was then applied to more specifically identify what the area contribution should be and a number of key targets for the project were identified:

- A target of 9,805 new jobs for Central Coburg – with 4,968 provided in the project area.
- A target of 356,836m² increased floor area for Central Coburg – with 200,782m² provided within the project area.
- A target of 5,800 dwellings for Central Coburg - with 2,944 provided in the project area.
- Recognition that a number of key services within Central Coburg need to be enhanced and/or expanded in order to meet a regional rather than local function including: City Oval, Coburg Leisure and Aquatic Centre, Coburg Library and Coburg Town Hall and Civic Centre.

If these changes were to occur today, the likely flow on of economic impacts is that Central Coburg and the project area would provide as many as:

- 12,954 jobs – almost half (43%) of all jobs in Moreland
- $3.2 billion in estimated output/gross revenue – more than a third (36%) of Moreland’s total output, of which manufacturing is the largest provider
- $1.7 billion in value added/marginal economic value – or half of Moreland’s total marginal economic value, of which manufacturing is the largest sector

The redevelopment of Central Coburg will be a catalyst for further development, investment and enhancement of the wider Central Coburg area. Central Coburg will set a new benchmark for the area by displaying all the characteristics that define contemporary quality of life.
6.5 Economic Growth

In order to achieve the Vision which emerged from public consultations and other processes as far back as the Central Coburg 2020 Structure Plan (ie. Develop as the prime shopping, living, employment and activity precinct in Moreland see p20) Central Coburg must change in a number of ways. One of these is density of development, and its corollary, higher population. This increased population in turn supports the expansion of retail, which creates new jobs in Central Coburg as does the expansion of office space in the same area. In time we shall see people seeking jobs in Coburg to support a move to Coburg so they may enjoy life in a richly diverse and lively community, living in a responsible and sustainable way and, for many, having no need to own a car, as everything they need is either close at hand in Coburg, or readily accessible by public transport.

The health sector will become a dynamic and important employer, with a hospital or major health facility and a combined Community Health Centre attracting further private medical establishments as satellites around the major operations.

As Central Coburg will become a significant retail, business and medical services’ centre, new needs will emerge, including a substantial hotel to accommodate visitors drawn by the gravitational pull of Coburg’s newly energetic sectors. Central Coburg builds a truly dynamic local economy, providing employment for a significant proportion of its own residents and attracting spending from beyond its own boundaries as people from a wide catchment are drawn to a market whose reputation builds with every passing week.

The following pages provide a representation of the target growth yields by sector in the project area over the next 20 years. Detailed distribution of this space can be found in the Economic Development Strategy.
Representations of Growth by Sector

COMMUNITY FACILITIES

- Existing: 10863 m²
- 2020 Structure Plan: 12425 m²
- Concept Plan: 13945 m²

HEALTH SERVICES

- Existing: 6200 m²
- 2020 Structure Plan: 7500 m²
- Concept Plan: 43282 m²

* Concept Plan includes 6,400 m² for hospital or major health facility administration in Parcel 2B

DWELLINGS

- Existing: 96 dwelling units
- 2020 Structure Plan: 1486 dwelling units
- Concept Plan: 2944 dwelling units
THE COLOURS OF COBURG: PLACE FRAMEWORK

Concept
7. The Concept

7.1 Choices & Consequences.

Ultimately, The Coburg Initiative is about choices, the choices we make as citizens, as a Council, as traders and small businesspersons, as representative organisations, even as individuals.

The choices we make in Coburg today will directly influence the choices others make in years to come. Choices about continuing to live here, or about coming to live here. Decisions of companies to move their regional HQ’s to Central Coburg, or to make a different choice in favour of a competing option. Decisions of people from neighbouring municipalities to visit us, to shop, to meet up with friends, to buy their fresh produce at our market. Decisions that will create jobs for our community, or consign those job opportunities to some place else. Decisions that will impact on the vibrancy and attractiveness of Coburg as a place to live and a place to visit.

Decisions that will ensure a proper provision of affordable housing to keep the faith with our city’s history as a home to working people. Decisions that—perhaps most of all—will sustain our city’s magnificent tradition of welcoming folk from all lands to contribute diversity and vibrancy to our community.

This then, is our choice: We can look around us at the Coburg we have today and say, that’s good enough for me.

Or we can ask ourselves, how good could Coburg be? And aim for that!

We can ask ourselves, how fortunate am I to live in a place with so much potential? How good is to be just 8 kilometres from Melbourne’s CBD and yet enjoy the prospective benefits of an urban village lifestyle in a self-contained community, fully alive to the call for eco-responsibility, and an exemplar to others in this age of sustainability.

How good would it be to be able to walk to work, and to almost everything else that I need.

Coburg has lost significant employment over the past decades, closure of Kodak, Pentridge, Coburg High School and Lincoln Mills to name a few employers. Central Coburg has not kept pace with change. If we are to honour both our past and our future, then Coburg must change. Change can be incremental, taken in small and cautious steps. Yet Coburg, with its fortunate location, proud local identity and history of harmony has the opportunity to take larger, bolder steps. The economic analyses provided in this document are more emphatic, providing a bleak picture if we do not act, an exciting future if we do. We see fulfilment of our potential as a Principal Activity Centre as key to providing prosperity and jobs for future Coburg generations.

The concept for Coburg revealed on the following pages will thrill some and perhaps cause apprehension in others. It is a bold vision. It reflects hundreds of hours of listening to our community, thousands of hours of analysis and assessment by professional council officers, skilled advisers and the support of Council.

It is my privilege, on behalf of all the people who have worked tirelessly to re-imagine Central Coburg as the very best it can be, to recommend this bold concept to you.
The Concept Plan

The Concept Plan has been developed as an implementation plan to achieve the Vision and Principles outlined in Section 4. It will guide how the centre will develop, giving direction to the public realm and built form elements that will combine to ultimately realise the vision and desired sense of place for Coburg.

As a place-based plan, the real and deliverable opportunities are to:

> restructure the retail & commercial offer and provide new retail experiences and employment opportunities in order to make Coburg a competitive destination in the local region for shopping, working and leisure;

> create setting and facilities to support an increase in local residents living and working within the mixed use centre;

> create a series of walkable, interconnected and permeable streets of varying scale and character, that encourage walking and cycling throughout the centre while linking with the surrounding urban neighbourhoods and community assets;

> provide a clear strategy to manage vehicular access, car parking and loading within the centre in order to balance the required vehicular movements with the desire to create pedestrian priority at the heart;

> provide better connections and environments that support and encourage the use of existing public transport services, and

> create a distribution of good quality public open spaces that vary in scale, character and function and encourage social interaction and healthy living.

The Concept Plan will be implemented over a 20 year period. A staging plan has been prepared to indicate how this could be achieved having regard to:

> Existing approved projects;

> Projects currently being investigated; and

> Those viewed as high priority catalyst projects.

(Land Use and Precinct map. See illustrations p. 32-41 for broad depictions of precinct areas.)
Precinct 1 – Station Precinct and Sydney Road, looking north west from the corner of Munro Street and Sydney Road.

Role – Mixed Use – Primary retail location on ground floor to maximise active street frontages with office, community uses and entertainment primarily provided on the ground floor.

Block diagram for illustrative purposes only
The view looking westward from Sydney Road down Victoria Street Mall, one of Coburg’s gems. Victoria Street Mall becomes even more important as a linking walkway between Civic Square Russell Street site and the residential developments east of Sydney Road, and the railway station, Civic Square Market site and Civic Square Bob Hawke Centre site, all on the western side of Central Coburg.
Precinct 1 – Station Precinct and Sydney Road, looking north east from the corner of Munro and Hudson Streets.

Role – Mixed Use – Primary retail location on ground floor to maximise active street frontages with office, community uses and entertainment primarily provided on the ground floor.
Flanked by the Library and Cultural Centre on the east (left) and the Market on the west (right), Civic Square Market site will become the main meeting and gathering place for the community making it the heart and hub of activity in Coburg. The square addresses a majority of the Public Realm objectives including locating a public space within 200m of dwellings in the area and fostering a sense of community around a market and library/cultural centre.
Precinct 2 – Bell Street North

Role – Mixed Use – Secondary retail location more suited to retailing that is destination or single purpose trip in nature with showroom and office on ground floor, an residential and office above.
An attractively landscaped Station Forecourt will be an important urban space providing a positive connection between the railway and the town, encouraging both locals and visitors to use trains to get to and from Coburg. The redevelopment of the Waterfield Street carpark and current Coles site is critical for the Station Forecourt so that the station can be opened up towards the town centre.
Precinct 5 – The Boulevard and Environs
Role – Primary health and office location. There is considerable scope to include additional office space in association with the civic centre that can also support the activities of a hospital or major health facility and complete the range of activities that establish a health and wellbeing hub.

Precinct 3 – Civic, Cultural, City Oval and Environs
Role – Mixed Use – Primary community, education and recreation uses location that provides cultural and spiritual hubs, an active recreation hub, and complimentary uses to the regional library in Precinct 1 in order to complete an information and learning hub.
This view looks west along Bell Street towards the intersection of Sydney Road and introduces the changed scale of buildings in Central Coburg. The significant open space in this part of the project area is substantially retained and a new ‘green’ channel has been opened to link the residential development to the east of Sydney Road with the extension of Victoria Street Mall across the other side of Sydney Road through the new Civic Square Russell Street Site (next page).
Precinct 4 – Russell Street and Environs

Role – Mixed Use – Primary residential location with secondary roles for retail on ground floor that supports residential activity and minor office activity.
Created as a community gathering point, Civic Square Russell Street site is to be a high grade public space, serving as a priority link between the extension of Victoria Street Mall (across Sydney Road) and City Oval, the Leisure Centre and the residential development on that side of Sydney Road. It will provide a focal point for the community on the eastern side of the project area and will help to foster a sense of community for people living and working there.
Moreland City Council has developed plans for the three principal delivery requirements of the Coburg Initiative program, as per the illustration on the next page. These documents detail what is needed, how it will work, what it will look like and how we will get there.
8. Implementation Strategies for Delivering ‘The Coburg Initiative’

Economic Development & Community Benefit
What we need.

Public Realm & Infrastructure
How it will work.

Built Form & Land Use
What it will look like.

Governance
How we will get there.
8.1 Economic Development

The Economic Development Strategy has been prepared in order to identify and test whether the economic imperatives sought for the project could be delivered by the Central Coburg Structure Plan 2020. In undertaking this assessment 4 important questions have been answered, as follows:

Q1. Is Central Coburg’s role to be a Principal Activity Centre?
A. Yes, the Central Coburg Structure Plan notes that its vision is to be the primary place of employment, shopping, living and activity in Moreland. This means that it has to significantly increase and diversify its offer as a place for business, retail, services and entertainment; increase its catchment to cover several suburbs and offer activities that meet metropolitan needs; recognise and build on its capability and links as a precinct well served by multiple public transport routes; and provide the potential to grow and support intensive housing developments without conflicting with surrounding land uses.

Q2. How do you quantify what this means for the project?
A. In addition to establishing what the current role and economic contribution of Central Coburg is to the Moreland economy in order to identify the economic imperatives of the project, a benchmark was also established. This was achieved by analysing two highly successful Principal Activity Centres – Box Hill and Subiaco. This analysis provided both the quantum of change (total jobs) and the diversity of uses that could be appropriately located in Central Coburg. In more specifically identifying what TCI’s contribution should be, further detailed analysis was also undertaken to broadly test fit floors areas (yields) within the project area. In essence several key targets were identified for the project:

> A target of 1,400 jobs identified in the Central Coburg Structure Plan would not address Moreland’s economic imperatives nor establish Central Coburg as a primary place of employment. A target of 9,805 new jobs is required and 4,968 can be provided in TCI.

> A target of increasing retail floor space by 25,000m² and commercial floor space by 40,000m² also presented similar problems. As resilient economies require a diversity of uses, this needed to be broken down more specifically into industry sectors and factor in the impact of the introduction of a major private hospital as a significant economic multiplier. A total of 356,836m² of additional floor space is required to achieve the employment targets outlined above. Of this space 200,782m² can be provided within TCI.

> No targets had been set for long term social and physical infrastructure. Through analysing population growth and recognising the role of Central Coburg as providing activities and services that meet regional needs, specific projects and costs have been developed (physical infrastructure is detailed in the Public Realm and Infrastructure Strategy).

> A target of 3,000 dwellings was also reviewed as this target was already being achieved in the context of the 2 masterplans approved for the Pentridge land (1,600 and 1,400 respectively). To achieve an integrated mixed use development within TCI a new housing target had to be established and a further 2,944 dwellings could be accommodated within TCI. Consequently a new target of 5,800 dwellings has been established.

Q3. What will be required to facilitate this investment on Council land?
A. There are a number of key requirements that need to be put in place to facilitate investment:

> Clearly nominating what investment is sought where. This has been achieved through a process of high level test fits for total floor areas in association with the built form objectives and strategies outlined in the Built Form and Land Use Strategy, and general guidance in relation to roles identified for five precincts.

> Identification of land required to complete any of the identified land parcels and hence requires acquisition.

> High level costing for both Council’s community infrastructure projects and land acquisitions to understand the quantum of the financial model required to achieve these outcomes.

> High level staging of development to identify the sequencing of projects.
Q4. What are the community benefits of this project?

A. At one level an economic impact assessment was completed which is outlined on page 29. However, further community benefits have also been identified specifically outlining the issues, related projects and detailed anticipated community benefits.

Broadly, the key benefits to be delivered from this change are:

- A strong local economy
- Quality spaces and services for people
- A great place to live
- A connected community
- Leading environmental benefits

Key projects to achieve this change are:

- Diversifying and increasing the business mix offer
- Diversifying and increasing the housing offer
- Continuing to strengthen the community infrastructure offer
- Stimulating investment and improving business performance through a range of initiatives
- Maximising employment opportunities and building on the strengths of existing business

When will these changes take place?

The following map outlines the proposed staging of development within The Coburg Initiative area having particular regard to:

- Existing approved projects;
- Projects currently being investigated; and
- Those viewed as high priority catalyst projects occupying land parcels that are largely assembled.
Key Community Infrastructure Projects

Quality Diverse Housing goals and projects include: Shop-top housing (new build and refurbishment) including partnerships with Housing Associations; 20% of all housing on Council-owned land to be delivered as affordable housing, and encouraging private developers to do the same; housing capacity project through the DPCD; mixed residential developments with a range of tenures and price points including those wishing to downsize, student housing and specific sites for vulnerable tenants (low-income, rooming houses, special needs); residential development in air rights over car parks; and new build community facilities to include affordable housing.

Civic Spaces – projects include: Proposed expansion of Council offices at Bell Street site and a pedestrian connection through Elm Grove and Bridges Reserve, connecting Pentridge Development and civic precinct to Central Coburg.

Health and Wellbeing – projects include: hospital or major health facility; Moreland Combined Community Health Centre; and new Maternal and Child Health and Children’s Centre.

Information and Learning – projects include: redevelopment of Coburg Library to a Library and Cultural Centre that will include larger activity spaces, collection spaces, art spaces, new technologies, more computers, and a recording studio and other facilities; expand the current high level of program provision including holiday programs, reading sessions, book clubs, training sessions and talks; and partnership and training through Moreland Adult Education.

Leisure and Recreation – projects include: City Oval to be opened up as public space; and possible relocation of Coburg Leisure Centre with Coburg Olympic outdoor pool to create a regional comprehensive indoor/outdoor recreation and aquatic centre for Coburg.

Public Realm – (outlined on page 50 and detailed in Public Realm and Infrastructure Strategy)

Environmentally Sustainable Development – projects include (refer to both Public Realm and Infrastructure and Built Form and Land Use Strategies)

Retail and commercial

Transport and Movement – (refer to pages 55 to 59)

Costs & Funding

The indicative financial costs of delivering the community infrastructure projects are outlined in the Economic Development Strategy. A range of funding sources are being identified to assist in the delivery of this program over time.
8.2 Public Realm & Infrastructure Strategy

Broad Content

The Public Realm and Infrastructure Strategy was developed to ensure that the targets outlined in the Economic Development Strategy use infrastructure in an effective and sustainable manner, and to clearly identify what investment in infrastructure may be required.

Besides renewal, one of the key infrastructure considerations is designing development in a way that makes the most efficient use of resources and infrastructure supply. As part of the Strategy development we undertook an Integrated Resource Model (IRM) analysing a number of development scenarios aligning the systems of water, energy, waste, transport and carbon. The resource implications have been explored and various infrastructure projects to address supply and demand have resulted.
The most efficient scenario for infrastructure is denser development within a smaller area for a larger group of people to benefit from. This is more efficient than having the same number of people living over a larger geographic space in Moreland and as a result is a real community cost saving. This efficiency also represents significant environmental benefits as it results in a smaller resource footprint required to sustain the population within the centre. This outcome is strongly aligned with the desire to be “eco-exemplar”.

While the absolute resource consumption will be higher under a higher development scenario, it will be the most efficient resource consumption per capita.

The selected infrastructure projects enable the Coburg Initiative vision and delivery principles to be enacted, address the challenges posed within each of the systems as a result of the desired future goal, achieve the basic renewal that is already required at the centre, improve the capacity of the infrastructure to support the projected population and enable the most efficient resource consumption to occur per capita.

**Costs & Funding**

The indicative financial costs of delivering the infrastructure projects are addressed in this Strategy document, with prospective funding sources identified. Yarra Valley Water, Melbourne Water and VicRoads are expected to be involved in funding specific infrastructure projects and the Strategy document also covers the prospect of the provision of private car parking being a source of revenue generation that can be used to fund future infrastructure projects.
The Coburg Initiative - Civic Realm and Open Space
For a comprehensive account of the Objectives that these implementation outlines address see the Public Realm & Infrastructure Strategy.

Key Public Realm Projects

An attractively landscaped Station Forecourt will be an important urban space providing a positive connection between the railway and the town, encouraging both locals and visitors to use trains to get to and from Coburg. The redevelopment of the Waterfield Street carpark and current Coles site is critical for the Station Forecourt so that the station can be opened up towards the Town Centre.

Flanked by the Library and Cultural Centre on the east and the Market on the west, the Civic Square Market Site will become the main meeting and gathering place for the community making it the heart and hub of activity in Coburg. The square addresses a majority of the Public Realm objectives including locating a public space within 200m of dwellings in the area and fostering a sense of community around a market and library/cultural centre.

Civic Square Bob Hawke Centre Site will be a generous public space in a prominent site on the western side of the Activity Centre that will enhance the connection between the pedestrian railway underpass and Hudson Street, providing for new and existing residents, businesses and visitors.

The streetscape is pivotal to the creation of a place that the community is proud of and that attracts business and visitors. A well-designed streetscape will also contribute to good environmental outcomes and provide safe and attractive spaces and connections that people will want to use.

Created as a community gathering point, Civic Square Russell Street Site is to be a high grade public space, serving as a priority link between the extension of Victoria Street Mall (across Sydney Road) and City Oval, the Leisure Centre and the residential development on that side of Sydney Road. It will provide a focal point for the community on the eastern side of the project area and will help to foster a sense of community for people living and working there.

City Oval will be opened to the community by removing the existing fencing and landscaping the perimeter of the oval to merge with the surrounding environment and integrate better with the open spaces of Bridges Reserve to the north and Harding Reserve to the south. In addition, the existing City Oval grandstand would be refurbished to accommodate a broader range and greater intensity of community use. A further, more significant, option would be to realign the City Oval while maintaining its relationship to the grandstand, in order to create space to the north for the redevelopment of the existing Leisure Centre as a larger facility serving a regional catchment.
Artistic impression of a tram Super Stop along Sydney Road
Key Access & Movement Projects

For a comprehensive account of the Objectives that these implementation outlines address, see the Public Realm & Infrastructure Strategy.

Policy Hierarchy

When it comes to developing plans for Access and Movement in, around and through the project area, the policy hierarchy is very clear. In declining order of importance, priority goes to…

> Pedestrians
> Cyclists
> Public Transport
> Deliveries
> Private cars

The projects are:

Bell Street Bus Interchange

Current surveys show that 21% of the passengers at Coburg Station arrive at the station by bus. This is a sizeable portion of interchanging passengers which is expected to grow as the Coburg Initiative area redevelops. This project includes moving the pedestrian and Upfield bike path signals eastward and converting them to a signalised intersection at the junction of Bell Street and the new north-south road to the east of the railway line. It also sees an upgrade to the bus stop facilities to include maximum shelter for passengers.

Sydney Road Tram Super Stop

The Sydney Road Tram Super Stop is proposed to be a kerbside access stop where the current kerb line is extended to meet the tram and is constructed at the same level as the tram floor to promote same level easy access. The stop will be located in the centre of the area at the end of the Victoria Street Mall. This takes advantage of the existing signalised pedestrian crossing for safe access onto the tram from both sides. This stop location was also selected given its central location within the heart of Coburg and because it provides convenient access to Victoria Street Mall, Coburg Leisure Centre, Bridges Reserve and Coburg Station. Footpath widening treatments are proposed in association with the Kerbside Access Stop to maximise opportunities for greening the street, and for transforming Sydney Road in this section into a transit-priority street with opportunities to improve the pedestrian realm.

The new Sydney Road Tram Super Stop (see text, right.)
Pedestrian & Cycling Network

Pedestrians Rule. OK.

Central Coburg - today - is a very walkable area. And yet it is not the first thing to mind when people think about Coburg. So what needs to change? Relatively little in a macro or scale sense, but a whole lot in terms of the way we use the streets and lanes. If the footpaths, pedestrian crossings, linking lanes, green spaces and public squares and plazas are made very inviting, if there is a lot of life on the streets, then we’ll do what people in the towns and villages of Europe have done for hundreds of years, we’ll walk. And we’ll enjoy it. And if we don’t walk, we’ll cycle - and enjoy that too. The photos on this page are all from towns overseas but they are representative of the kind of ‘life culture’ that good place design can influence. It is easy to imagine each of these women living close to, or within, Central Coburg, working within Central Coburg, shopping, dining, meeting up with friends in Central Coburg. In which case - who needs a car?

If we can encourage sensitive development in and around Central Coburg, increase the number of people who live and work there, make the streets and lanes and squares safe and inviting then a culture of walking and cycling will evolve naturally, along with the traders and businesses to serve the needs of these residents, workers and visitors.

The map on the previous page identifies the pedestrian network within the Coburg Initiative. It also identifies a pedestrian spine providing high quality pedestrian connection between Pentridge Village and Coburg Station. This pedestrian spine also connects all the major public spaces within the Coburg Initiative area with each other. The pedestrian network will provide wider footpaths on both sides of all new and realigned streets. Additional green connections will be provided throughout the site, and improvements to existing green connections will be made. Improvements that enhance pedestrian priority will be included on all streets.

_Central Coburg is the prime shopping, living, employment and activity precinct in Moreland. The centre is transformed into an attractive system of streets and spaces. Central Coburg becomes a sought-after living environment, offering a range of housing choices, including high density housing. Most people arrive at the centre on foot, by bike or by public transport. The provision of a range of services enables people to conduct a number of different activities based on the one trip. Central Coburg is linked with networks of green space._
The Coburg Initiative - Road Network
The street network (see map on previous page) has been designed with traffic flow, access and connectivity in mind. The framework used in the planning of the street network seeks to broaden the range of functions considered in designating street types to include the role that streets play as public spaces and community resources.

**Car Parking**

Parking is a major issue in any development project and the approach to parking in the central area is governed by the following principles:

1. As urban densities build, a successful activity centre must be less car-focused and more focused on pedestrians, cycling and public transport.

2. The ability to live, work and recreate in the project area reduces the demand on private vehicle use in day-to-day life and certainly reduces the number of vehicle trips required by the average future resident of the centre, as compared to residents in suburban Melbourne generally.

3. Private vehicle storage should occur underground or off-street and at the edges of the project area. Visitors to the centre leave their cars at the edge and walk to various different places within the centre.

4. Private vehicle parking is provided on a user-pays basis.

5. While the vehicle spaces required have been rationalised to account for the lifestyle expected to be possible in the project area, there is a capacity to adjust estimates at a later point and provide more, if needed.

Wherever possible these will be provided as shared public spaces. For more information refer to the Public Realm and Infrastructure Strategy.
Key Water, Energy & Waste Projects

- Co-generation/Tri-generation plants
- Stormwater harvesting and reuse

For a comprehensive account of the Objectives that these implementation outlines address see the Public Realm & Infrastructure Strategy.

**Water Projects**
Managing water as a valuable resource is a priority and reducing the use of potable water and treating the waste water produced are priority drivers. Projects include: stormwater harvesting and reuse, flooding resolution, water sensitive urban design (WSUD), storm water ingress to sewerage system solution, and water efficiency programs.

**Energy Projects**
Each project endeavours to reduce the dependency on non-renewable energy sources and the overall carbon footprint of the TCI area. Projects include: Co-generation/Tri-generation plants, renewable, energy sources, residential and commercial energy demand, and community behaviour programs.

**Waste Projects**
The need to minimise waste in all stages of the waste cycle has led to the identification of the following reducing, recycling, reusing and treatment projects: public place recycling, residential composting hubs, graffiti management, litter abatement, anaerobic digester, and construction and demolition waste management.
8.3 Built Form & Land Use Strategy

**Broad Content**

The Land Use and Built Form Strategy has been prepared to implement the vision and overall objectives of The Coburg Initiative, as they relate to land use and built form. This Strategy is the primary document to guide decisions on land use and development within the project area. It underpins all associated amendments to the Moreland Planning Scheme, and as such, underpins the assessment of all applications for planning permits within the project area.

This Strategy is targeted to guide land use and development of both public (Council and State government) and privately owned land within the project area. The Strategy will be implemented via amendments to the Moreland Planning Scheme, including:

- Introduction of the Activity Centre Zone (ACZ)
- Changes to the Local Planning Policy Framework (LPPF), including the Municipal Strategic Statement (MSS)
- Changes to the car parking rates (via introduction of a Parking Strategy and Parking Precinct Plan for the centre)
- Application of the Public Acquisition Overlay (PAO)
- Application of the Development Contribution Plan Overlay (DCPO)

The Strategy is based on the objectives of the Central Coburg 2020 Structure Plan 2006, but presents updated requirements for land use and built form prepared by The Coburg Initiative. It incorporates the relevant land use and built form components of the following project documents:

- Economic Development Strategy (includes the Concept Plan, Public Realm, Access and Movement, information on development yields, land use and community facilities).
- Public Realm and Infrastructure Strategy (includes the Public Realm, Access and Movement and details about environmental and infrastructure projects).

**Exemplar Eco-City**

Achieving authentic sustainability is both a formal goal of The Coburg Initiative (Section 4 of the Strategy) and a fervent aspiration of the professionals involved - believing that to be the community’s wish.

An exemplar eco-city can be considered one which achieves a net zero Ecological Footprint. Net zero Ecological Footprint is where the total Footprint of residents, businesses and activities within the city is not more than a globally equitable allowance for the ability of the earth to sustain itself without ecological degradation. Achieving this principle includes actions to realise project goals of integrated urban ecology, carbon neutrality, zero waste, sustainable water management, sustainable resource use, sustainable transport, and a healthy city.

Central Coburg will be an exemplar eco-city of the 21st century by:

- Harnessing the benefits of its close proximity to the Melbourne CBD and using its significant public transport links to strengthen Coburg’s role within the northern region as a principal activity centre and increasing opportunities for people to work, study and play close to home.
- Contributing to an excellent built environment through quality, sustainable design, development and stewardship and developing a reputation as a smart city.

To achieve an exemplar eco-city the Built Form and Land Use Strategy adopts an approach that:

- Prioritises the substantial increase of residential, retail, office, entertainment, community, open space and transport uses by specifying relevant objectives and also specifying where land uses should be located (which have regard to the targets set in the Economic Development Strategy).
- Achieves an accessible, inclusive and liveable centre via requiring the delivery of 20% affordable housing and specifying built form design guidelines and requirements for accessibility and adaptability that go beyond current legislative requirements.
- Creates a healthy environment by requiring sustainable building via mandating ESD best practice through guidelines and requirements which address carbon neutral development,
Delivers built form (map left) which establishes tallest buildings in the core transitioning down to more modest scale buildings at the fringes, encouraging high quality contemporary architecture, ensuring buildings enhance public spaces by specifying guidelines and requirements that address the following:

- **Built form Interface with the Public Realm (active frontages, safety and security, building appearance)**
- **Offsite Impacts (overshadowing, overlooking, noise)**
- **Internal Design ( adaptable use, pedestrian access, accessibility and adaptability, indoor environment quality, bicycle and vehicle access and parking; site facilities)**
- **Open space and landscaping (private and communal open space, landscaping)**

Expands and creates transport and movement networks which prioritise and enhance pedestrian permeability and connectivity via with lively/ active streetscapes and new open spaces.
8.4 Governance Strategy

The key to delivery of The Coburg Initiative is an appropriate governance model. A model that incorporates the authority of State Government, the community-connectedness of Local Government and the energy, management skills and commercial focus of the private sector. A model that, most of all, entails short lines of decision making.

In Coburg an optimistic, engaged and expectant community has articulated its goals and aspirations. A committed Council has listened and responded with vigour and imagination. The State Government has been supportive. The Coburg Initiative has advanced to that point which programs of similar scale and vision and promise, around Australia, arrive at. The Coburg Initiative confronts the gridlock of well-meant legislative barriers and regulations designed to protect communities from bad outcomes, but which inevitably constrain the progress of even the best of proposals.

Governance for the Times

The Moreland City Council recognises that Local Government has limitations when it comes to the management and implementation of long-term urban renewal projects such as the Coburg Initiative. Four-year election cycles, local political issues, relevant experience and quality of a management team all have a bearing on the quality of decision making and resultant outcomes. Council is currently considering the merits and options of an alternative model.

Council recognised that its first responsibility was to work with the community to establish a ‘vision’ for Central Coburg’s future role.

An Innovative Governance Model

One of the key learnings from the project study tour was that Councils need to put in place a structure to deliver projects which has a commercial ethos.

Broad Content

The key to delivery of The Coburg Initiative is an appropriate governance model. A model that incorporates the authority of State Government, the community-connectedness of Local Government and the energy, management skills and commercial focus of the private sector. A model that, most of all, entails short lines of decision making.

Delivery of major projects is always an issue - with all stakeholders, not least governments.
<table>
<thead>
<tr>
<th><strong>Glossary</strong></th>
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<tbody>
<tr>
<td><strong>Value Added</strong></td>
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<tr>
<td><strong>Output / Gross Revenue</strong></td>
</tr>
<tr>
<td><strong>Adaptable housing</strong></td>
</tr>
<tr>
<td><strong>Smart City</strong></td>
</tr>
<tr>
<td><strong>Eco Exemplar</strong></td>
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<tr>
<td><strong>Affordable Housing</strong></td>
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<tr>
<td><strong>Social Housing</strong></td>
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Language Link

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<th>Language</th>
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</table>

All other languages

including: کوردی, مالتی, فارسی, کوردی, مالتی, فارسی, مقدونی, صربشکی, سومالی, توتام