

Appendix H1

NURP Car Parking Strategy - Project Scope Summary

Introduction

The CPS will assist in delivering the NURP vision by reducing the dominance of the private car and ensure the subsequent negative impacts are minimised. This will lead to:

- Improved pedestrian access and mobility;
- Encourage a shift to active modes of transport;
- Improved public realm amenity;
- Improved quality of built form; and
- Improved environmental outcomes.

Sustainable transport is an intrinsic component in the vision for NURP and is embedded in the framework of People-Place-Planet. At present, the NURP is characterised by a high dependency on private vehicles for retail shopping and commuters travelling to work in the light industrial area.

Darebin Council is committed to reducing traffic congestion and achieving a significant shift towards more environmentally friendly modes of transport which supports the concept of 'Local Living'. This is a central tenant of the *Darebin Transport Strategy 2007 – 2027*, which is "to enable to drive". Additionally, *Council's Health and Well-Being Plan 2013-2017* identifies five goals, including to "build people to access their daily needs within walking distance of their homes, thus reducing the need healthy, safe, accessible and sustainable places and neighbourhoods for people to live well, play and connect" which is integral to the vision for NURP.

- In 2016 only 153 residents are within NURP however the population is forecast to reach 19,051 residents by 2041.
- By 2041 the number of dwellings is forecast to reach approximately 11,000.
- The forecast number of jobs is expected to increase from 8,384 in 2016 to 24,000 by 2041.
- Assuming a land use mix of residential, office and retail, an additional 15,500¹ car spaces will be required by 2041, based on current regulatory requirements – an unsustainable figure.

Objectives

A set of overarching objectives have been developed to guide this project.

Access and Mobility

- To improve access, safety and quality of environment for pedestrians, cyclists and people with limited mobility.

Sustainable Transport

- To minimise car dependency.
- To facilitate an integrated approach to transport and land use planning.

Environmentally Sustainable Development

¹ As required by the car parking rates stipulated in Clause 52.06 of the Darebin Planning Scheme.

- To ensure that the Concept Plan and planning for the Precinct considers the impact of new technologies such as the use of low emissions vehicle technologies and supporting infrastructure.

Car Parking Design

- To ensure flexible design outcomes for car parking in off-street car parks.
- To ensure the design of off-street car parking is not visually dominant when viewed from the public realm

Safe Pedestrian Environment

- To ensure pedestrian safety and movement is prioritised above private vehicle use.

Management and Enforcement

- To use a range of management and enforcement tools to initiate and maintain behaviour changes that reduce car dependency.
- To ensure that any income derived from car parking management or enforcement is reinvested back into the Precinct for a quality public realm.

Issues and Challenges

There are a range of issues associated with the provision of car parking as follows:

- Access and mobility
- Sustainable transport
- Environmentally Sustainable development
- Car parking design
- Safe pedestrian environments
- Management and enforcement.

This Strategy will challenge the business-as-usual (BAU) supply-side approach to car parking provision and adopt a more holistic response to the transport challenge of high private vehicular use based on a transport demand management approach. Another challenge is to change the existing mindset towards a reliance on private vehicular use for short and local trips and the flow on behaviour patterns. There is also a need to adjust the existing regulatory framework to create incentives to reduce supply or penalise the over-supply of car parking.

Current Parking Requirements – Darebin Planning Scheme

- Clause 52.06 – Car Parking sets out the standard State Planning Scheme requirements for the number and design of car parking spaces in Victoria. At the moment this is structured as a minimum provision requirement, where a waiver of selected spaces must be justified through the planning permit process. There is the ability to adjust these rates at which spaces must be supplied through the application of a Parking Overlay.
- Darebin has not introduced a Parking Overlay (PO). The PO would enable Council to respond to local car parking issues by changing the standard requirements in Clause 52.06.

Process

The business-as-usual (BAU) approach assumes that 70 to 80 percent of people will drive to reach their destination even if it is only a short trip. To meet demand, this approach requires the road

capacity to be increased (usually by adding more lanes) to accommodate new traffic and/or the scale of development to be restricted. A conventional response accepts congestion and poor quality public realm for pedestrians and reduces the incentive for investment in public and discouraged walking and cycling.

The CPS will challenge the BAU approach to car parking provision by creating a parking management system that improves access and supports a modal shift rather than advocate for roads to be widened and intersections altered to accommodate new traffic. Entwined with this approach is the need for the CPS to accommodate technological advances such as; driverless vehicles and electric cars by recommending innovative design responses to the road management system and off-street car parks.

Stages

Stage 1 of the project will include a policy/literature review and data gathering to build a good understanding of the existing context.

Stage 2 will consider the level of need as different points in the Precincts long term development program. To ensure the Strategy is future proofed to a certain extent consideration will also be given to the impact of new technologies, such as Smart Cars or Driverless Cars, on the future built form and public spaces within the Precinct.

Stages 3 and 4 will produce a Preferred Future Outcome and identify a range of strategies and actions to deliver the necessary changes over time.

Outcomes

The strategy will investigate alternative regulatory and non-regulatory mechanisms to manage car parking. These alternative mechanisms will be gradually implemented through a detailed staging plan to achieve a modal shift from private vehicle use towards sustainable transport. It is likely that a series of planning scheme amendments to the Darebin Planning Scheme will be required overtime to incorporate maximum parking rate requirements

To achieve this outcome, the transformation of NURP will rely upon residential intensification and job density close to public transport and implementation of innovative regulatory and non-regulatory mechanisms. These mechanisms will seek to reduce the dominance of the car and encourage travel choices through access to high frequency, high quality public transport.

Benefits

There are a number of benefits to the community and local businesses by taking a new approach to car parking management. These include:

- Reduced car trips to and from NURP;
- Reduced localised car dependency;
- Minimises the likelihood of significant road-based traffic congestion within NURP and subsequently will deliver CO2 reductions;
- More productive use of land and greater public realm outcomes;
- Improved equity of access to public and active transport;
- Improved business case for investment in public and active transport infrastructure;
- Improved health and well-being, and
- Perceptions of community safety.

Risks

- The desired shift to public and active modes of transport will not occur if viable alternative choices are not guaranteed. This shift relies on the necessary infrastructure and quality services being delivered in the early redevelopment stages of NURP.
- Without the CPS being given teeth to initiate change via regulatory changes to statutory provision requirements, and/or implementation is not applied early in the redevelopment of the NURP, it is likely that the transport outcomes for NURP will be unachievable, resulting in significant strain on existing roads, and increased traffic congestion for all road based transport.

Recommendations

- That the Council support in-principle the preparation of a Car Parking Strategy for NURP based on the goal of reducing the demand for car parking spaces to deliver an improved built form and public realm as well as community benefits.
- The Strategy should seek to identify innovative and best practice methods of car parking management and investigate a range of regulatory and non-regulatory mechanisms that facilitate a staged implementation as the Precinct is redeveloped.

Appendix H2

NURP Economic Development and Employment Strategy – Project Scope Summary

Introduction

NURP requires an Economic Development and Employment Strategy to guide the types of businesses to be attract to the area and grow the local employment base. At the moment the area is characterised by large footprint businesses (BOC Gas, Masters and Luizzi Group Pty. Ltd.) with a low density of jobs. In line with Council’s goal to grow local jobs there is a clear challenge to work with existing businesses on a strategy to identify opportunities to attract further investment.

Issues and Challenges

The Strategy will need to address the following questions:

- What are the long term plan for the existing businesses and land owners?
- What is the best business and land use mix to create a vibrant and thriving local economy in NURP?
- How will the proposed residential growth and demographic profile impact the direction in which the local economy will grow?
- What are the location attributes that could be used to attract businesses?
- Where can new local and global connections be made?
- What are the trends or patterns that will affect the local economy in NURP?
- How can Social/Creative/Green sectors be integrated into the Precinct to add vitality?
- What conditions need to be created (e.g. a good business address etc.) to attract high value businesses?
- How can the interface between business activities and residential uses best be managed to ensure productivity and amenity?
- How does Council’s Business policy impact NURP?
- What are the opportunities to work in partnership with the private sector to deliver the NURP Vision?

Process

The Strategy will be prepared by Consultants in partnership with Council officers to ensure a good mix of specialist knowledge and research and local information to fit the unique circumstance found in NURP. This project lends itself to a high level of collaboration across various Council units and in working in partnership with the private sector. This approach will ensure that solutions are more tailored to the local situation and have a high level of ownership which will assist the implementation stages.

It is anticipated that Request for Quotes process will commence early in the new year.

Stage 1 - Existing Context

This stage will consist of a review of the existing businesses and discussions with land owners to identify their grow aspirations and short term needs. Build demographic and employment data base starting with the CLUE data that has been collected since 2012.

Stage 2 –Analysis and identification of options

The high number of external factors that will influence the redevelopment of the Precinct over the next 20 years will generate a wide range of options that could be considered. These options will be assessed on the basis of the level of action or intervention that Council want to take and in the context of the State Governments direction being set through the regional employment strategy. The analysis will provide an evidence base that will enable the Precinct to be differentiated to create a niche and unique combination of businesses that assist the Precinct to transition into a resilient and diverse location. The project will use evidence-based research to provide a rationale for a change in the mix of businesses or any other interventions to initiate and accelerate the transformation.

Stage 3 –Identify Preferred Future Outcomes

It is unlikely that a definitive Preferred Future Outcome (PFO) will be fully resolved at such an early stage of the program. There are considerable external factors that will influence the mix as well as the many individual decisions that will be made by property owners and businesses. It will be important to consider the interdependencies or triggers for change and have strategies in place that can appropriately respond. The key aim of the Strategy will be to identify the conditions necessary to attract a change in the business mix in the early phases while supporting the existing businesses to grow, consolidate or transition.

Stage 4 - Prepare an Action Plan.

The Action Plan will contain a mix of short and long term actions that are necessary to initiate change. Council will be able to consider using a combination of regulatory and non-regulatory tools it can use to support businesses and create conditions that will attract new investment to the Precinct.

Risks

- If the current business-as-usual approach continues, the Precinct will not be able to complete with other nearby Precincts to attract growth.
- If the area is rezoned without appropriate measures to protect the ongoing light industrial function in place there is a risk that existing businesses will get pushed out due to residential uses being highest and best use to the market at the moment.

Appendix H3

NURP Public Realm Strategy – Project Scope Summary

Introduction

Maximising the potential of NURP requires consistency in the provision of open space amenity and the standard of design quality – both being essential to create a sense of place that will make NURP memorable and attractive for businesses and the community. A Public Realm Strategy will underpin the Urban Renewal Strategy and inform the Concept Plan and Structure Plan to guide the development of a high quality public realm within NURP.

The ‘public realm’ includes all external spaces accessible to the public, and visible elements while in these spaces that contribute to the character or ‘feel’ of the place. It consists of green spaces such as parks, creeks, reserves and playgrounds, in addition to the built environments such as streets, lanes, squares, plazas, and in some cases, arcades. Contributing to the public realm are elements such as street furniture (including public seating, bins, street lamps, bollards), street trees, choice of materials (stone paving, bricks, wood, asphalt), and the design of the building facades visible from these spaces.

There have been many research studies that prove the benefits of a public realm that is well thought-out. By ensuring the neighbourhoods in NURP have an exemplary public realm, the Precinct will attract residents, businesses and workers. Neighbourhoods with good public spaces will become destinations and make the area stand out from other urban renewal areas being developed. People will benefit from improved health and wellbeing, through the facilitation of active transport modes such as walking and cycling, and as a result of increased opportunities for social encounters and community development.

Benefits

Case studies and research¹ have demonstrated that a well thought-out public realm delivers numerous benefits:

- It contributes to making places more desirable to live, work and shop;
- It attracts more diverse investment and a higher mix of employment opportunities;
- It provides an off-set for reduced private open space areas that is characteristic of higher density urban environments;
- It encourages people to stay and enjoy what is being offered locally, adding to a location’s vitality;
- It enables more opportunities for social encounters and community development;
- It invites the use of walking and cycling as an alternative to car-based local trips;
- It adds value to adjoining property and developments; and
- It can lead to improvements in people’s health and wellbeing, and ultimately their quality of life.

Within NURP, there is an opportunity to realise these benefits by guiding the precinct towards being an exemplar of urban design and sustainable living at a precinct-wide level. It is intended that the *NURP Public Realm Strategy* will be the key strategy for achieving these goals.

¹ See *Cities for People* (Jan Gehl, 2010); *Paved with gold: The real value of good street design* (CABE, 2007); *Good for Business* (National Heart Foundation, 2011).

Issues and Challenges

There are a number of elements that contribute to the poor impressions of the area from a people-perspective, and lead to a poor sense of safety. The Public Realm Strategy aims to reverse these impressions and transform the precinct into a positive environment for people. There are opportunities for the inclusion of sustainability initiatives that deal with water run-off, use of materials, urban food production, solar energy use and the urban heat island effect.

Stage 1 – Policy Context and building existing knowledge

A review of existing Darebin Strategies will identify the relevant recommendations that influence the provision of open space and how the public realm is treated. This review will ensure there is alignment in approach across the various sections of Council when planning and delivering public assets in the Precinct. A further review of external studies² and research will be undertaken to identify best practice and learnings that can be applied to NURP.

Stage 2 – Open Space Provision Analysis

A preliminary investigation was carried out to determine whether the amount of existing open space within the precinct is enough to satisfy existing and proposed users. The two key existing open space areas, T.W. Blake Reserve and the Darebin Creek corridor, currently suffer from poor accessibility, a limited catchment within easy walking distance and low amenity for users.

To fill perceived gaps, four additional public open spaces that were initially proposed within the Precinct are being tested. This analysis exercise will determine the residential and worker population catchments for each of the existing open spaces and of the proposed spaces. The findings will provide further support in determining the most effective locations for open spaces in Precinct, and the consideration of the sizes of these spaces to accommodate resident and worker demand.

Stage 3 – Public Realm Strategy

A Preferred Future Outcome (PFO) will be confirmed that links the overarching NURP Vision with the specific elements of the public realm. The Public Realm Strategy will set out a clear hierarchy and rationale for the provision of open and green spaces to ensure the full range of benefits to the community are maximised. This will be supported by an explanation of the rates of provision and how the various open space components fit within the Concept Plan and Structure Plan. The Preferred Future Outcome will require a range of strategies to be implemented to achieve the desired outcomes.

Stage 4 – Implementation Plan

Apart from listing the next steps necessary in planning for the open space network and public realm components of the Concept Plan, preliminary cost estimates will be prepared. This will enable discussion with the private sector to occur at the earliest design stages prior to any Contribution Plan being in place.

² Stonnington Public Realm Strategy, October 2010 and Smart Move: City of Adelaide's Transport and Movement Strategy 2012-22

Key Sites

There are a number of key sites where the provision of open spaces and the design response for the public realm elements will set a precedent for the type of quality public realm that is delivered within the Precinct. The Darebin Creek Corridor forms a central spine within the La Trobe National Employment Cluster (of which NURP is a part of), and is situated along the eastern boundary of NURP. T.W. Blake Reserve is a significant existing open space within NURP owned by Darebin Council. The reserve is currently the home of the Preston Footballers Cricket Club and the Himalayan Cricket Club, with both using the H.C. Young Pavilion.

Other sites with large open spaces (such as Bunnings and Conga Foods) have the potential to ‘activate’ the public realm through the use of temporary interventions that can transform space relatively quickly and cheaply. Examples include shipping container parks that can introduce alternative shopping and entertainment experiences, while also reflecting the industrial history of the precinct.