

Craigieburn West PSP Co-Design Workshop

Outcomes report

Client: Victorian Planning Authority

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Contact:

Matt McNally
@elton.com.au
03 9081 5849

**MELBOURNE
03 9081 5849**

Level 3, 1 Southbank Boulevard
Southbank VIC 3006

www.elton.com.au
consulting@elton.com.au
Sydney | Brisbane | Canberra | Darwin | Melbourne | Perth
ABN 56 003 853 101

Prepared by	Matt McNally
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Reviewed by	Leanne Griffin
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1 About this report

The Victorian Planning Authority (VPA) in partnership with Hume City Council (HCC) is preparing a Precinct Structure Plan (PSP) for the Craigieburn West Precinct (PSP-1068). The PSP will set the vision and development guidelines over the next 20 years.

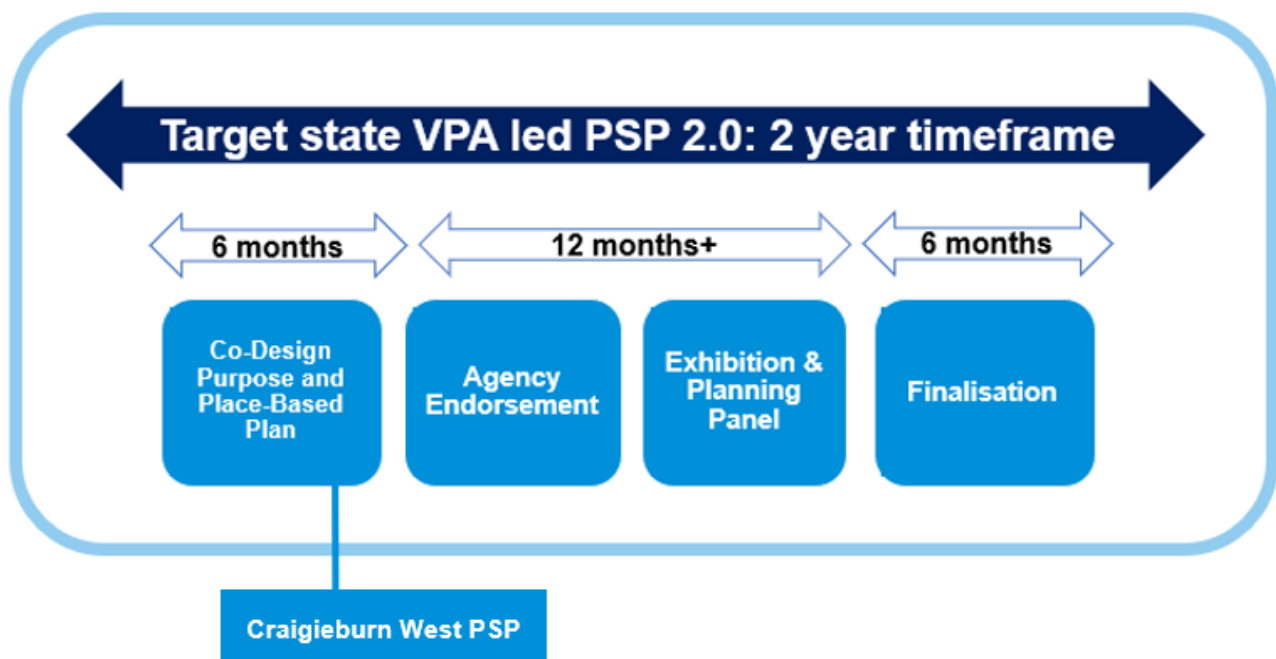
This report details the outcomes of the Co-design workshops undertaken to inform the development of the PSP, which involved collaboration from various stakeholders including landowners, State Govt. agencies, Hume City Council, and the VPA.

1.1 PSP 2.0

In 2019, the VPA undertook a review of the PSP planning process and product. The review set aspirational targets including streamlining PSP preparation into a target lean 2 year process, driving greater collaboration and co-design with our partners, and adapting the PSP document to address new government imperatives such as affordable housing and land use and infrastructure coordination, as well as market changes impacting on demand for retail floor space in town centres and improved approaches to planning for open space to meet changing community demand and needs.

The Victorian Governments 50,000 lots and jobs program will be prepared in-line with the new PSP 2.0 architecture. Central to the new approach is front-loading issues identification and land use and infrastructure assessment of the PSP as well as collaboration with councils, agencies, landowners and developers. The new process will involve stakeholders in the co-design of the vision and purpose of the PSP which determines the main objective of the PSP e.g. create commitment to deliver transport linkages that reduce commute times for communities to access employment. Co-design will then be undertaken to collectively design a Place-based Plan i.e. a future urban structure that has been designed with local knowledge and collective intelligence.

Craigieburn West PSP is the first PSP to be prepared in line with the PSP 2.0 principles and already the benefits of the process have resulted in front loading of issues resolution; achieving consensus on precinct design structure and enabling landowners and developers to be involved on co-design of the options for a Place-based Plan.



1.2 Co-Design Workshops

To inform development of the PSP, a multi-stakeholder Co-Design workshop was held on 15 and 16 August 2019. The session was facilitated by Elton Consulting with support from VPA and Hume City Council staff. Participants included landowners, developers, Hume City Council, State Government agencies, representatives of developers or landowners and technical experts.

A total of 49 participants attended on day one, and 44 participants on day two.

This report provides a summary of the outcomes of the Craigieburn West PSP co-design workshop.

The purpose of the facilitated workshop was to collaborate with key stakeholders and continue the development of the PSP and the Place Based Plan for the Craigieburn West area, seeking to:

- » explore, workshop and resolve existing issues, where possible
- » achieve consensus on planning options between stakeholders, where possible
- » clearly understand and document outstanding critical issues
- » draw on insights from the sessions to inform the objectives of the place-based plan and develop a clearly defined, meaningful and practical mission and purpose for the precinct.

Through the Co-Design approach, the workshop focused on 20-minute neighbourhood design principles to develop the concept PSP. Key issues for discussion around the two-days included:

- » schools, community facilities and active open space
- » open space, ecology and landscape character
- » integrated transport planning, and walkability and street network
- » drainage and water
- » activity centres
- » heritage and places of worship.

1.3 PSP purpose

A PSP sets the future framework to guide delivery of sustainable, high amenity and liveable communities.

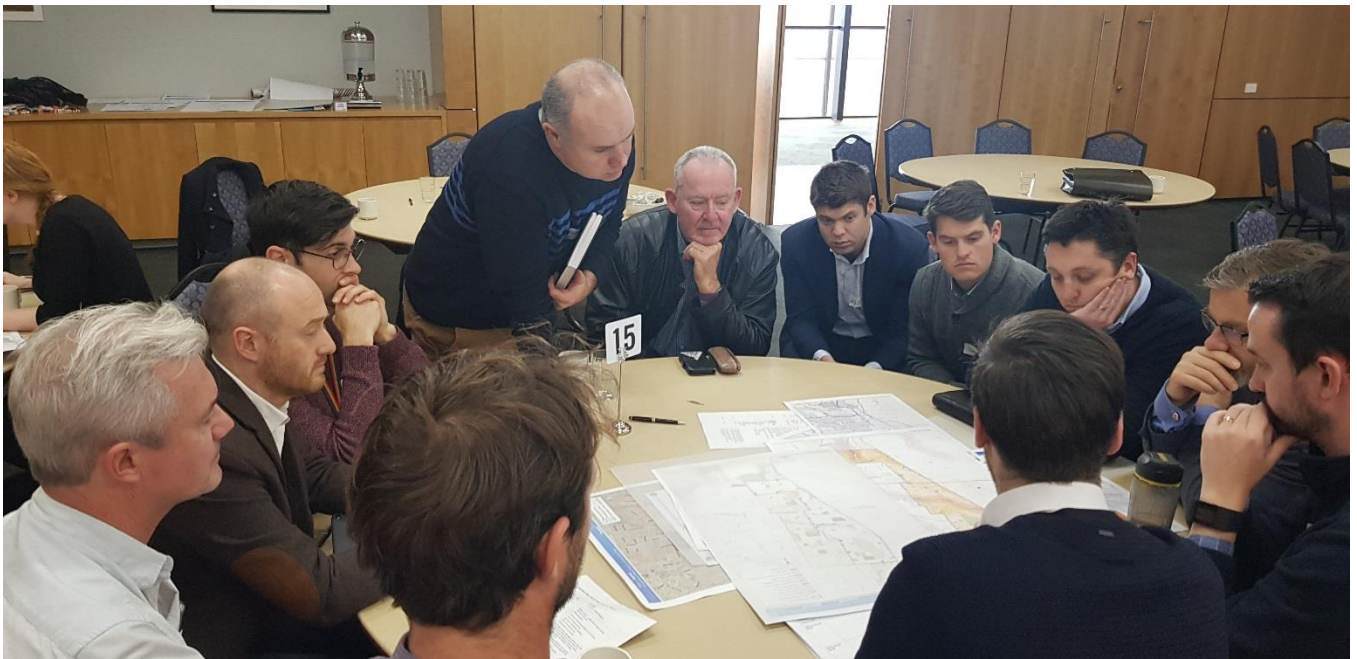
It does this by:

- » Creating an integrated placed based spatial plan that:
 - > translates and balances broad legislation, policies and principles
 - > responds to economic, social and environmental opportunities and constraints
 - > guides future more detailed planning proposals for subdivision, buildings and works and use applications.
- » Reflecting the intentions of land use and infrastructure elements outlined by the Growth Corridor Plans.
- » Defining key land uses, infrastructure and place making features including:
 - > natural, constructed and heritage features
 - > housing areas and preferred density
 - > town centres and employment areas
 - > community facilities
 - > open space and natural systems
 - > transport and movement networks

- > utilities and energy reservations.

1.4 PSP planning principles

1. **Place:** provide a framework for a high amenity and integrated urban environment that encourages a sense of place and community and responses to natural, cultural and built features.
2. **Housing:** facilitate housing affordability and choice at densities that supports local services, access to jobs and sustainable transport options.
3. **Employment:** support investment in an innovative and vibrant local and regional economy within a network of highly accessible activity and employment centres that support jobs and business activity.
4. **Transport:** facilitate 20-minute neighbourhoods by providing for an integrated transport network that supports active and public transport options, movement of goods and connection to jobs.
5. **Sustainability:** facilitate safe, resilient and water sensitive urban environments that respond to climate change and other hazards.
6. **Infrastructure:** identify and guide timely delivery of adaptable and multi-purpose open space, community and other essential infrastructure to support development.



2 Strategic context

2.1 Craigieburn West PSP

The Craigieburn West PSP is located between 23 to 28 kilometres to the north, north-east of central Melbourne and covers an area of approximately 564 hectares. It extends approximately 5 kilometres from the undeveloped Lindum Vale (Mt Ridley West) PSP area and Mt Ridley Road in the north to developing areas within Greenvale North (R1) PSP area in the south.

The subject PSP area is around 1.5 kilometres at its widest point and is located at the western edge of the North Growth Corridor's urban Growth Boundary (UGB) at Mickleham Road. The developing Craigieburn R2 PSP area occurs at the eastern boundary. Craigieburn Road traverses the centre of the precinct and connects the developed areas of Craigieburn and the Hume Freeway beyond (6 kilometres to the east) with farming land outside the UGB and Oaklands Road, Oaklands Junction around 3 kilometres to the west.

2.2 Surrounding precincts and context

The Craigieburn West precinct falls within the North Growth Corridor and is subject to the controls of the Hume Planning Scheme. The precinct is located at the western edge of the Melbourne Metropolitan Urban Growth Boundary (the UGB).

The Craigieburn PSP (also referred to as R2) forms the eastern boundary of the Craigieburn West PSP and was approved in 2010. While the Craigieburn PSP is still under development, it is expected to be fully constructed within 2-3 years. The Greenvale North PSP (also referred to as R1) was approved in 2010 adjoins Craigieburn West to the south. The northern boundary of the PSP is represented by Mt Ridley Road and the Lindum Vale PSP. This PSP was approved in 2018 and provides a semi urban interface between the Craigieburn West PSP and the low-density areas north of Mt Ridley Road. The western boundary of the PSP is represented by Mickleham Road which also represents the western extent of the UGB. Land west of Mickleham road is generally occupied by low density/rural living areas.

The development framework provided by the surrounding PSP's highlights the key connection points to the adjoining areas and provide logical extensions of the main east-west and north-south connector streets into Craigieburn West. Similarly, the proximity of the PSP to the existing adjoining development areas provides for logical extensions of the linear open space corridors associated with creeks and streams which traverse the PSP area.

2.3 Hume Integrated Growth Area Plan (HIGAP)

The Hume Corridor HIGAP was approved by Hume City Council in December 2015 and provides Council's strategy for the future planning for the growth of the corridor for the coming 25 years. It includes a Spatial Strategy and a Delivery and Infrastructure Strategy. HIGAP states that a PSP for Craigieburn West should include provision for two new primary schools, community facilities and recreation facilities.

Craigieburn West is identified as 'Future Residential', with the nearest employment areas and predicted jobs growth identified at the following locations:

- » Hume corridor, with an additional 9,000 jobs by 2031 and another 6,000 in the long term.
- » Melbourne Airport, with an additional 7,000 jobs by 2031 and 10,000 more in the long term.
- » Donnybrook Road Precinct and Mickleham MAC, with 9,250 jobs predicted to be generated by 2031 and another 10,000 in the longer term. Mickleham MAC is expected to have 15,000m² of retail floor space by 2026 and another 39,000m² by 2036.

- » Craigieburn MAC, with current (i.e. circa 2015) retail floor space of 50,000m² is expected to increase 10,000m² by 2021, another 10,000m² by 2026 and 20,000m² more by 2036.
- » Donnybrook and Broadmeadows activity centres further afield are predicted to generate an additional 17,000 jobs in the long term.

In addition to the above notable features, HIGAP also shows an extensive linked network of open space and conservation areas that impact on Craigieburn West. This includes an extension of a major open space link from the north in Lindum Vale into Craigieburn West. This open space corridor would link the Biodiversity Values area in the northern part of the PSP area with linear open space along Aitken Creek and would continue past Craigieburn Road. The plan provides for two additional east-west links from the north-south corridor into Craigieburn (R2) PSP area. The Aitken Creek linear corridor extends as far as Merri Creek approximately 5.5 kilometres to the east.

The southern part of the PSP area is not shown connected to the above open space corridors. However, another linear corridor is shown along Yuroke Creek, which commences in the southern part of the PSP and extends south through Greenvale North PSP area, past Greenvale Reservoir and eventually reaches Moonee Ponds Creek.

The extent of open space links through Craigieburn West under HIGAP is comparable to the extent of the linked open space network under the Lindum Vale PSP; although the configuration in Lindum Vale is different to HIGAP.

2.4 Biodiversity Conservation Strategy (BCS)

The Melbourne Strategic Assessment (MSA) was undertaken in 2009 in response to the Commonwealth Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act). The MSA focuses on matters of national environmental significance. Four conservation strategies were developed as part of the MSA commitments, including the Biodiversity Conservation Strategy (BCS). The BCS covers the biodiversity offsets required under the EPBC Act.

The Craigieburn West PSP includes a BCS area in the north of the precinct. BCS Area 29 (Nature Conservation). This area is approximately 37.69ha in size and encapsulates the biodiversity values of the Grassy Eucalypt Woodland and the Golden Sun Moth.



3 Collaborative design

The key objective for the Co-design workshop was to facilitate a collaborative planning process in setting the strategic direction and spatial framework for the Craigieburn West PSP.

Co-design is built on the idea that working together to understand problems and design solutions is the very thing that makes the solutions work. Co-design builds collaborative partnerships between stakeholders and allows for trade-offs and alternate solutions to be considered.

At its core, Co-design is:

- » **Iterative:** forming ideas, testing, learning and adapting are inherent parts of the process. Change is embraced through trialling possibilities and insights, improving and adjusting on the way.
- » **Inclusive:** representing a wide range of people who are impacted by or can influence Craigieburn West, and have the knowledge, experience, skills, willingness and ability to act and make a difference.
- » **Respectful:** all participants are equal in the process and their input is valued. Deliberative strategies are used to promote equality and realise shared understandings instead of differences.
- » **Participative:** the process is open, empathetic and responsive using a range of tools and techniques around dialogue, reflection and shared meaning.
- » **Outcome focused:** developing practical solutions that can be tested and finetuned in real world planning and design situations.

A summary of the Co-design workshop program can be found in Appendix A.



4 Workshop outcomes

Across the two days significant discussion occurred around the key issues and opportunities for the future Craigieburn West precinct. A crucial aspect of the workshop program was to revisit and retest ideas in order to refine or rescope what was possible for the precinct. It's important to note that discussion around ideas rather than final decision making was the key objective for the workshop. As such, the workshop closed with a number of key issues still outstanding but now well understood.

Across all discussion points an overarching agreement was reached to avoid assets crossing property boundaries, be they road, amenity, water, education, active open space or natural assets.

Other broad agreements were also reached to:

- » link creek lines, scatter tree, drainage lines and trees of landscape character to create linear parks and active open space
- » co-locate assets wherever possible, especially around the school precincts and town centre
- » retain water assets in their natural state as much as possible
- » create a shared path network along drainage lines
- » create a distinct identity based on the heritage and natural assets
- » include placemaking opportunities aligned with heritage and natural assets
- » extend the connector road south of Craigieburn Road
- » run connector streets along tree lines and the edge of BCS.

The following sets out the key outcomes from the Co-design workshop.

5 Open space, ecology and landscape character

Workshop discussion around open space and landscape character noted the importance of recognising the **Aboriginal Cultural Heritage** sites along the creek lines. The major creek line running through the centre of the site was seen as a key structure for open space which by linking with the other existing creek and drainage lines could provide a linear parkland through to the Greenvale Reservoir.

Another key structural feature of the precinct, the **BCS**, was noted not only for its conversation potential but placemaking opportunities. Participants saw that the BCS could support a number of walking or shared paths and provide natural character to transport lines as long as interface issues were resolved. It should be noted that the BCS sets out the requirements for the design, role and function of the paths and trails within the conservation area. This includes maintaining a 20-metre buffer to the BCS and keeping the area free of hard surface or roofed areas. On day one, ideas and agreements that participants raised about ensuring the PSP responds appropriately to the natural setting included:

- » locating pocket parks and active open space near creek lines
- » aligning linear open space and natural assets as much as possible
- » linking into the Lindum Vale PSP and integrating the BCS area into the precinct.

On day two, there was a general consensus that time, money and thoughtful planning needs to occur to ensure that the precinct effectively addresses the natural and open space needs of the new community. Participants agreed that the PSP offers high amenity and high value trees throughout the precinct and could:

- » selectively retain some road side vegetation to enhance a **natural boulevard** along sections of Craigieburn Road looking east
- » offer a **north-south linear reserve link** that connects the whole site including major activity centres, waterways and all open spaces.

In terms of resolving the alignment of the green corridor and main connector road participants recommended that open space consider safety, site responsiveness and land use efficiency.

Ultimately three green corridor-connector road options remain:

- » hug the BCS, creek lines and open space to prioritise environmental placemaking outcomes
- » offset the road and green links to better accommodate public transport outcomes
- » offset along the BCS before re-joining transport and green corridors into the central and southern sections.



Agreements

- » create a **natural boulevard** along Craigieburn Road
- » offer a **north-south green link** that connects the whole site including major activity centres, waterways and all green spaces



Outstanding issues

- » proximity of transport, passive and active open space links to the **BCS**
 - > alongside, offset or a combination of both
- » is the same approach necessary for the north and south parts of the precinct?



Next steps

- » review and refine the **Place Based Plan** options
- » potential landscape design for **linear park**

6 Integrated transport

The PSP was noted as having a **strong east-west connection** and generally **strong transport connections** throughout the precinct. However, the lack of and need for a better **north-south connection** was discussed, especially for public transport and active transport.

The scale of this road was debated due to site **constraints south of Craigieburn Road** and the exact location of intersection onto Craigieburn Road. **Participants generally did not reach consensus on whether the north-south connector south of Craigieburn Road should be a true connector road or a local access node.**

The agreements made for transport in the PSP were generally well understood by all participants. There was also an understanding that utilising the existing transport infrastructure around and near the PSP area is the best decision. This includes utilising both Craigieburn Road and Mickleham Road as much as possible, while ensuring the increased traffic doesn't affect the overall use of the two roads.

Participants generally had a preference for the connector road to align with the boundary of **the BCS and green corridors** with the understanding that this could limit the **public transport** catchment area, further discussion and advice around public transport would be required. Participants also felt that the potential deviation in the north would reduce the amount of dog legs around the BCS and aid traffic flow. It was recommended that pedestrian paths be included along the BCS if the road was to deviate.

Other key transport features included:

- » aligning the north-south connector to the east-west connector
- » ensuring a bus capable main connector road
- » ensuring there is a connection/extension to Fairway Boulevard, possibly for school traffic
- » incorporating a connector road frontage onto the Syrian Orthodox Community site
- » integrating active open space along the connector road with more active transport modes, including footpaths and bike paths
- » that there is no need for a new arterial road through the precinct as there is already a well-established arterial road network (i.e. Mickleham Road, Mt Ridley Road, Craigieburn Road and Aitken Boulevard)
- » limit the number of road crossings of waterways as much as possible
- » to limit the number of intersections on Craigieburn Road and Mickleham Road as much as possible.



Agreements

- » develop a **north-south** connector
- » integrate transport with **green links** and active open space
- » avoid **waterway** crossings
- » no need for an **arterial** road
- » **integrate** with existing transport



Outstanding issues

- » scale of the **north-south connector** road south of Craigieburn Road
- » proximity of transport, passive and active open space links to the **BCS**
 - > alongside, offset or a combination of both



Next steps

- » undertake precinct wide **traffic and transport assessments**
- » work with developer stakeholders and Council to resolve the nature and alignment of the **north-south connector** and the crossing of Craigieburn Road

7 Integrated water management

Participants noted that waterways would be best attained in their **natural states** but also acknowledged that this might come with technical and logistical issues. Melbourne Water's **Healthy Waterways Strategy** was raised as a guiding set of principles for water management but no consensus could be reached around the best way to achieve this. In principal participants agreed to isolating urban flows from waterways and fixing or moving waterways if this led to better planning outcomes.

Particular issues were also raised around the implications of the **Yuroke Creek DSS** and the **Greenvale Reservoir** protection scheme. Participants noted that the southern drainage aspects of the precinct may be more restrictive than originally anticipated. Detailed drainage investigations are required to resolve.

Participants confirmed that they generally wanted to consider integrated water management where possible but no clear solutions were developed. Participants questioned whether integrated water management was possible in Craigieburn West.

Sites of **cultural heritage significance** along the creek lines were also raised. This reinforced the need to retain water assets in their natural states and further protect them through a shared path network along drainage lines and active open space.

Minimising **creek crossings** and maintaining the natural water assets were supported by most participants however further discussion around piped versus alternative methods is necessary.



Agreements

- » attain waterways in their **natural states**
- » be guided by the **Healthy Waterways Strategy**
- » minimise **creek crossings** as much as possible



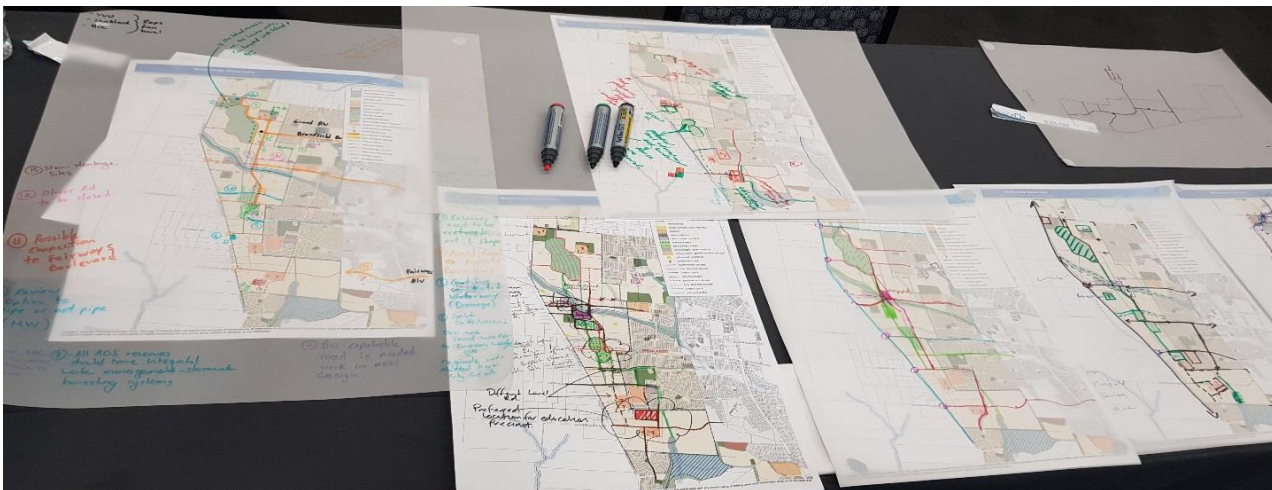
Outstanding issues

- » implications of **Yuroke Creek DSS** and **Greenvale Reservoir**
- » piped versus open assets
- » **moving** creek lines to better suit planning outcomes
- » **southern drainage** investigations



Next steps

- » Melbourne Water to investigate the potential realignment of the **Aitken Creek**
- » VPA, Melbourne Water and Council to continue work on resolving outstanding matters associated with the **Yuroke DSS**



8 School, community facilities and active open space

Initial discussion around school and community facilities focused on the existing **Mickleham Primary School** with no clear consensus around the best way forward. However, the constraints of this site were broadly acknowledged and agreed upon in terms of access and the capacity of the existing school facilities to meet modern education department and community standards.

While the ultimate decision around Mickleham Primary School would be decided upon by the Department of Education and Training (DET), participants looked in detail at the pros and cons of either relocating the school to a new site within the precinct versus expanding the school site and modernising its facilities.

One participant advocated strongly for retaining the existing Mickleham Primary School and linking with active open space and the BCS to create excellent **placemaking** outcomes. However, this was not the preferred position of DET preferring to establish a new school on a new site.

There was general agreement around the need for three new primary schools in the PSP. One government P-6 school in the north and south of the precinct and a non-government school in south.

Other agreements included:

- » where practical and achievable **co-locating** schools and community assets
- » general agreement of the southern school precinct being in close proximity to the existing year 7-12 school located in the Craigieburn R2 PSP.

After reviewing the contour plans of the most southern parcel of land participants agreed that it wasn't as steep as initially thought, and could possibly become a suitable site for a school. It was preferred that the southern site be aligned with the connector road and co-located with active open space to become an education and community precinct.

The **woodland areas** in the northern and central sections of the precinct were also seen as potential community facilities including a bush kinder opportunity.

In terms of active open space, the location of district level sports fields across the subject area and the lack of active open space in the **northern** half of the precinct were noted as concerns for the PSP.

Participants acknowledged that the Craigieburn West PSP held outstanding woodlands and environmental value, historical links and Aboriginal connections. Participants felt this should be a key part of planning the precinct.



Agreements

- » **three** schools in the PSP
- » **co-locate** school and community assets
- » link the existing Mickleham Primary School with active open space and the BCS
- » align schools with connector road



Outstanding issues

- » **Mickleham Primary School**
- » necessity of additional **northern** school
- » **southern** school location – possibility of an education and community precinct



Next steps

- » ongoing discussions with DET regarding the consideration of options for the location of **Mickleham Primary School**

9 Town centre

The location and character of the town centre and how to ensure that the town centre is as successful as possible was discussed.

Participants noted a number of learnings from other PSPs and recommended that it would be best situated on a **connector road**, with active open space nearby.

Participants generally agreed that a **central town centre** location along the creek was optimal, allowing it to become the focal point for the suburb connected to the main connected road, natural waterways, green links and open space.

The central location was also thought the best to serve the catchments north and south. Two possible locations were chosen, east and west of the waterway.

Consensus could generally not be reached to the **scale** of the town centre in terms of size, potential uses and how it could offer something different to what already existing in the surrounding suburbs.

A retail needs assessment and community data would be required to further inform scale.



Agreements

- » locate the town centre in the **central** part of the precinct
- » align with the **central creek** line
- » locate on a **connector road** with **active open space** nearby



Outstanding issues

- » exact **location** in the central area – east or west of the creek
- » lack of **detailed data** to inform town centre scale

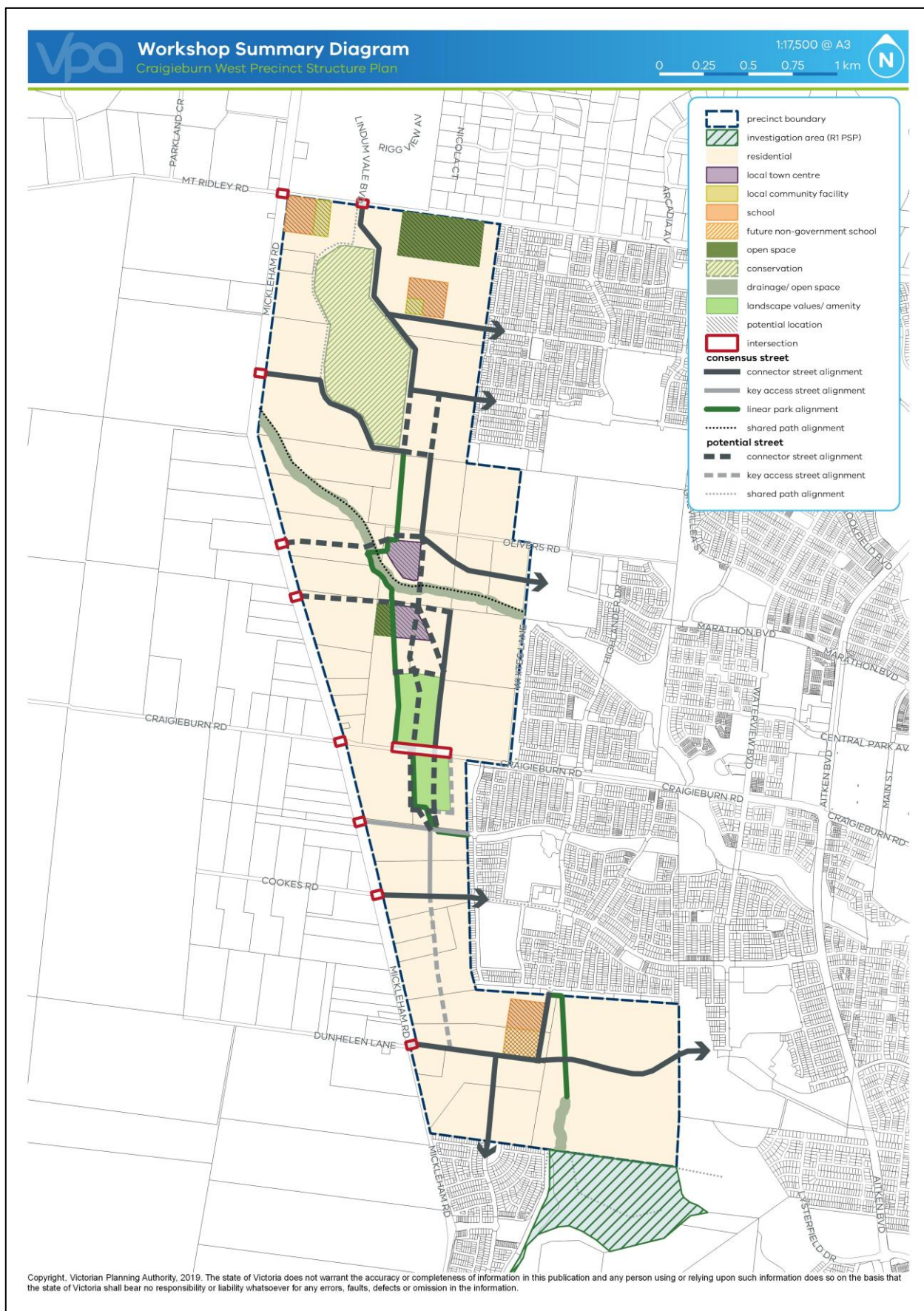


Next steps

- » complete **retail and commercial needs assessment**



10 Workshop Summary Diagram



10.1 Workshop Summary – Key Outstanding Issues

At the closure of the two days, a number of issues were still outstanding, requiring further analysis, data or advice from other government agencies and departments.

Matters for resolution to guide the next stage of the PSP development require further investigation and planning by the VPA and Hume City Council and other state government agencies.

These include:

- » **School provision and locations (Primary and Secondary School)** – clear direction is required from DET to resolve.
- » Detailed data to understand the best catchment location for the **town centre** (on either side of the waterway) in order to maximise access and density.
- » Transport studies to resolve the **north-south transport movement**, including both sides of Craigieburn Road.
- » Understanding the **tree retention strategy** to balance planning outcomes, landscape/environmental value and amenity.
- » The **southern drainage** aspects of the site – they may be more restrictive than originally anticipated; detailed drainage reports could resolve this.
- » Detailed data to better understand the **active open space** requirements.
- » The ideal number of **creek crossings**, two creek crossings were suggested – one east west providing access to the future local town centre, and one north-south.
- » The **BCS and woodlands** – as a key feature of the site, they require careful management and clear roles and responsibilities between agencies. This also has implications for kangaroo management.
- » Refining the **waterways** – reviewing the creek plans to understand restrictions around piped or open assets and understanding if an integrated water management plan is best for this site.
- » The plan for protecting Aboriginal and European **heritage sites** on the plan, e.g. Dunhelen House.

11 Craigieburn West PSP Mission

Participants were asked to contribute to the overarching mission of the future Craigieburn West community and PSP.

Feedback received could broadly be group into three main themes:

- » A place with outstanding **natural values**:
 - > the north-south green link between Greenvale and Lindum Vale
 - > harnessing the natural environment
 - > in harmony with nature
 - > preserving heritage.
- » A **connected community**:
 - > sense of place
 - > healthy and liveable community
 - > connecting people to nature and heritage
 - > north-south, east-west connections
 - > connecting community.
- » **Completing** the link:
 - > the missing piece of the puzzle
 - > seamlessly integrating into the landscape and neighbouring suburbs
 - > completing the community
 - > completing Craigieburn to create new opportunities
 - > stitching the last few rows in the tapestry of Craigieburn
 - > the final link to the west.

11.1 Draft mission statements

Based on participant suggestions, potential draft mission statements for Craigieburn West include:

Overall –

- » Connecting community to an accessible neighbourhood with green links that celebrates the natural and cultural features of our neighbourhood and creates a liveable community for all.
- » To create a walkable and accessible community with green links that celebrates the natural and cultural features of our neighbourhood and imbeds sustainability into the urban framework for ongoing generations.
- » To create a unique and accessible neighbourhood with green links that caters for the needs of a diverse cultural and environmental community and imbeds sustainability into the urban framework for ongoing generations.
- » Connecting the community to an accessible neighbourhood with green links that celebrates the natural and cultural features of our neighbourhood and imbeds sustainability into the urban framework for ongoing generations.

A place with outstanding natural values –

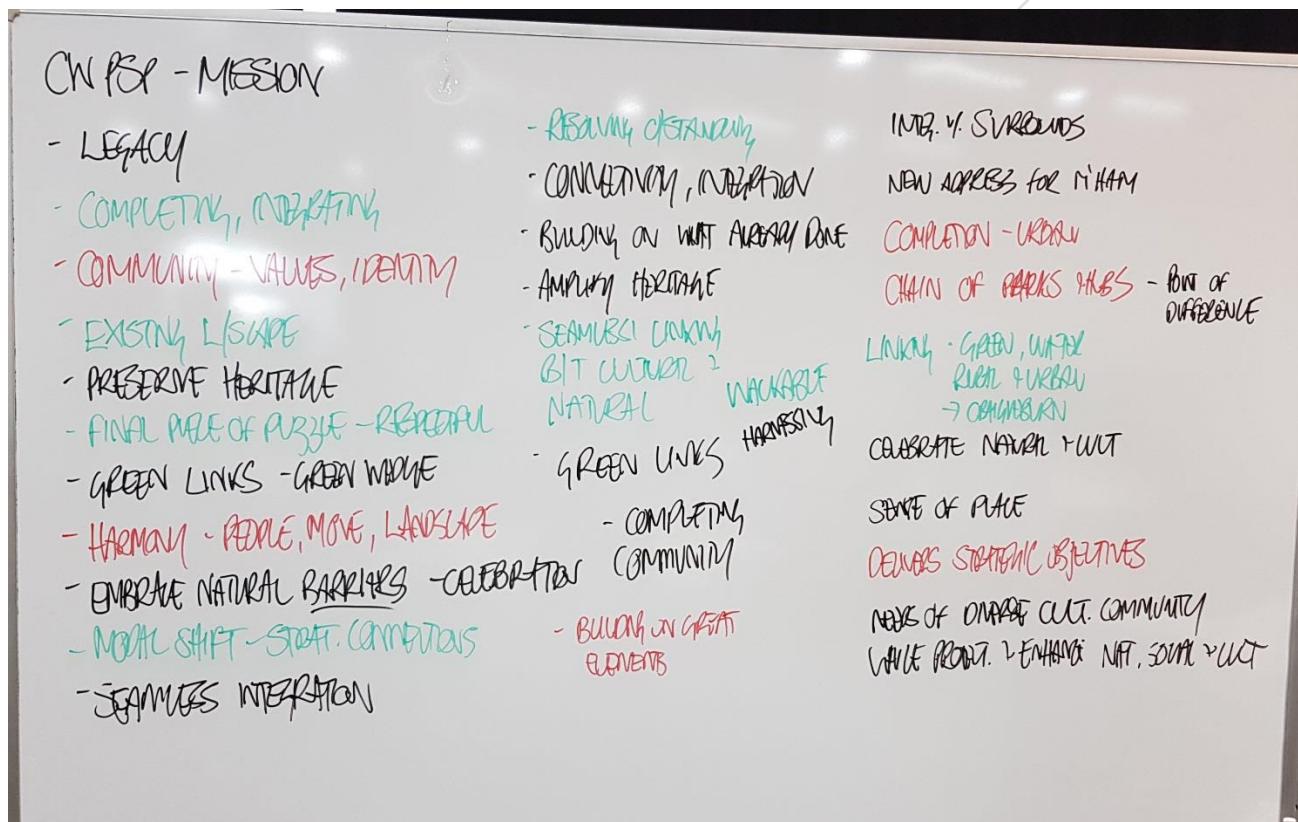
- » Offering a seamless integration with the existing community whilst providing a high level of greenspace, connectivity and celebration of key landscapes features.

A connected community –

- » Connecting the community to existing areas within our neighbourhood that caters for the needs of a diverse cultural and environmental community and creates a strong sense of community.
- » Connecting the community by integrating with the existing area and green links that allows the community to enjoy the environment and have a sense of community.

Completing the link –

- » To continue building on the areas established elements and provide ongoing opportunities to link and enhance the neighbourhood further.



Appendices

- A Participation feedback
- B Workshop program
- C Recommendations

A Participant feedback

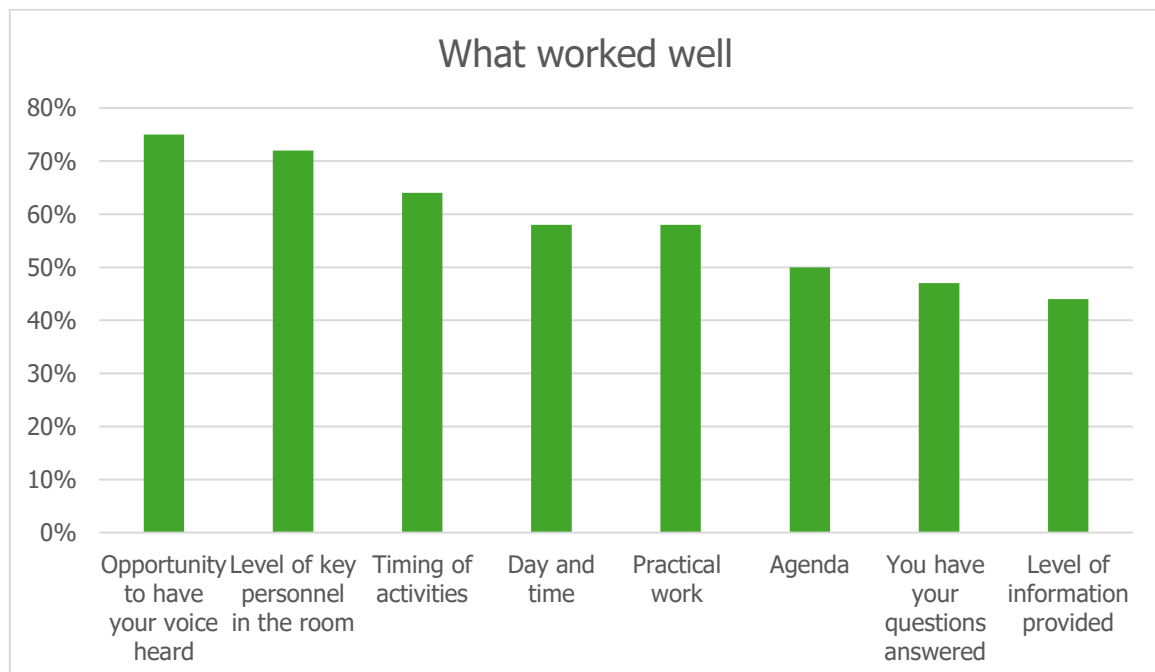
At the end of the workshop, all remaining participants were asked to complete a short feedback form that would help both VPA and Elton Consulting in the delivery of further Co-design workshops as part of the PSP 2.0 process.

Feedback was received from 36 participants and is summarised below.

11.1 What worked well

Overall, participants ranked the session a 7.3 out of a possible 10 and recognised the opportunity to have their voice heard and the level of key personnel in the room as the main strengths of the session.

Participants identified the following key areas in terms of what worked well during the session.



Specifically, this feedback included:

- » **Investment** – participants were generally impressed with VPA and others involved with the workshopping process.
- » **Organisation representation** – participants like that organisations were limited to three attendees.
- » **Different perspectives** – the interaction between different organisations and agencies was noted. Including learning about others issues and ideas during round table discussions. This was seen as an effective way of working through issues.
- » **Dispute resolution** – the instantaneous feedback and efficient methods to create a holistic point of view of the PSP were well regarded.
- » **Meaningful and respectful debate** – participants noted that while much was left unresolved but there were no surprises. Participants felt that this offered the ability for everyone to voice their opinions, and that now they could focus on key areas to resolve.
- » **Scale of involvement** – having all stakeholders in the room ensured no stone was left unturned was viewed positively.

- » **Facilitators** – generally participants felt the facilitators were excellent in discussing structure and engaging stakeholders on each table. Presentation to group. Facilitators were seen as being genuinely concerned about doing a good job and building a sense of community.
- » **Time allocated** – the fact that plenty of time was allocated to explore key issues was well received.
- » **Outcome** – participants liked the discussions around fundamental principles, outlining areas of agreement and disagreement, and developing the draft urban structure.

11.2 What didn't work well

Participants were asked what aspects they thought didn't work well, and why. Feedback included:

- » **PSP research** – participants felt that up to date information was lacking. Given the number of PSPs developed, they felt they should know what works and what doesn't instead of people's opinions/requirements or interests. Suggestions were made to provide some of the initial plans prior to the workshops so attendees could get a range of opinions from colleagues and bring a more complete view to the workshop.
- » **Timing and commitment** – one said to reduce to one day. Another couldn't see the point in 1.5 days. Avoid Fridays. Another said they needed more time to get through all the tables. Another suggested a day between the two workshop days to further refine content. A perception of the workshop being very short notice was also noted.
- » **Importance of topics** – generally participants wanted more time to discuss key issues. They felt too much time was spent on the northern school issue – DET decision, not Stockland, with too much 'to be resolved later.'
- » **Evidence-based decision making** – participant wanted a more scientific approach to understand the role of a PSP, rather than the 'gut feel' or loudest voice. They suggested more stakeholders (e.g. engineers) with site analysis knowledge to guide discussion and refine the design.
- » **Developer input** – there was a perception that developers seemed to takeover or were not objective. Too many of them in the room. It would help government agencies provide a position not affected by developers and help with mutual understanding.
- » **Community** – participants felt that was no real discussion or recognition of what community is going to be there.
- » **Outputs** – some participants felt that it was hard to understand the net benefit of this process (e.g. if a landowner wasn't present, they may have objections at the exhibition). They suggested looking at subdivisional layouts with a view to incorporate items discussed.
- » **Agenda** – participants asked for the agenda to be sent out earlier. And possibly a pre-workshop meeting to discuss strategic intents, outcomes, vision etc before the workshop.

11.3 Improving the process

Participants were finally asked if they had any suggestions on how to improve the process, and why. Feedback included:

- » **Pre-analysis** – what are the key items to be included in PSP (e.g. guidelines)? What are the key servicing gaps to address? What existing facilities and assets are in adjoining PSP so that we're not considering it in isolation?
- » **Design process** – PSPs seem to be preventing things from happening rather than pushing the envelope. Use a process that focuses on solutions, not what each developer wants to achieve. Seems to be moving from a hard to softer process. Needs systemic processes that improve what's been done in the past. Systems Thinking and Soft Systems Methodology may advance this process.

- » **Negotiables and non-negotiables** – provide more context at the beginning – what are the site constraints (e.g. topography and contaminated land)?
- » **Evidence-based information/expert point of view** – need help to make informed decisions (e.g. catchments, distances, treatments etc). The expertise of social scientists, researchers that are not financially incentivised toward particular outcomes. Perhaps each agency/organisation could provide their opinion regarding how they see their subject matter influencing the outcomes of the PSP. Alternatively, a weighting system so that those with most impact/influence can be considered. Potentially more targeted so that stakeholders with specific interests don't need to take off so much time.
- » **Acknowledgement** – perhaps not enough acknowledgment of who was in the room. Clearer identification of who speakers/facilitators are and possibly a shared list of attendees.
- » **Aboriginal representation** – inclusion of the Wurundjeri people to present their vision for the PSP area.
- » **Community engagement** – need community to have their say in this process.
- » **Site visits** – prior to workshops, attendees need to see and experience the site. Bus tour suggested.
- » **Workshop location** – a more central location would have been appreciated (e.g. CBD). A 9:00 am start in Craigieburn was a challenge for some.
- » **Table facilitators** – more guidance to the table on what needs discussion with a view to resolution. Possibly an urban designer on each table. Perhaps smaller groups were needed to discuss specific issues at length (e.g. Stockland to discuss with DET the northern school).
- » **Organisation representation** – these should be key decision makers.
- » **Issues board** – provide a place to 'park' issues and unresolved items.
- » **Follow up event** – suggestion to host a post workshop meeting to confirm the key structure.

B Workshop program

B-1 Day one

Day one of the workshop focused on digging into the detail between stakeholders to form ideas that could then be tested and iterated. This provided stakeholders with the opportunity to work on and provide feedback across different issues. A final synthesis brought all ideas together to create a layered participant designed plan for the precinct.

To investigate, discuss, plan and test different ideas for the PSP the day was broken into three different activities.

B-1-1 20-minute neighbourhood design – detailed planning

Participants worked in groups for one hour to discuss and work through key issues, agreements, outstanding issues and alternative options. Participants were guided by a table facilitator who managed the conversation and ensured all participants had the opportunity to voice their opinion.

Participants worked off the draft concept plan that VPA had created following briefings from the stakeholders prior to the workshop.

Following these discussions, the table facilitator at each table presented back to the whole group what was discussed, providing opportunity for the wider group to comment on anything that was raised.

B-1-2 20-minute neighbourhood design – feedback

Following the presentation from table facilitators, table groups moved rotated across different issues to give feedback on the outcomes from the detailed planning session. Groups analysed the work to date and where possible built upon this.

B-1-3 Workshop integration

The final activity brought together insights from the detailed planning and feedback sessions. Each table facilitator presented the sum critique of their issue including what was understood and what was agreed. It allowed participants to revisit and build upon key issues and understand what key issues still remain. During this group conversation all participants were welcome to share their thoughts and ideas on what had previously been presented.

B-1-4 Co-design concept plan

After the session, outcomes from the workshop integration were then layered together to create one co-design concept plan. This captured all the key agreements and outstanding issues from day one to form the basis of critique on day two (see section 10.1).

B-2 Day two

The second day of the workshop was an opportunity for participants to review, critique and refine the co-design concept plan that was created overnight following their feedback from day one. This was presented by Verity Miles, Acting GIS Coordinator at the VPA. Day two allowed participants to start from the same point in building on the detailed work done on day one and form consensus around matters resolved, matters unresolved and the potential future direction for the Craigieburn West precinct.

B-2-1 Co-design concept plan critique

Following the presentation of the co-design concept plan participants were asked to comment on the plan. Again, this was a group activity through a facilitated table conversation around:

- » what were the positive aspects of the concept design?
- » what were the negative aspects of the concept design?
- » what alternatives/solutions have been raised?

Following table discussions, table facilitators presented on what was discussed at their table. The wider group were then asked to comment on and discuss any ideas, solutions or comments they had on the tables feedback.

B-2-2 Craigieburn West PSP Mission

The second activity of the day was a self-reflection and initial brainstorm of the future of the Craigieburn West PSP area. This activity provided participants the opportunity to write down their 'mission' for the future PSP. Each mission idea was then shared by the table facilitator and documented on the whiteboard for all participants to view.

B-2-3 Workshop close

The close of the workshop included a presentation from VPA staff, Alix Rhodes, Executive Director, Outer Melbourne, and Stephen Davis, Senior Planning Advisor, and a final word from Andrew Johnson, Strategic Planning Manager at Hume City Council.

C Recommendations

C-1 Recommendations for next steps for the Craigieburn West PSP

- » Create a **draft Place Based Plan** and alternatives based on workshop outcomes.
- » Draft an **advocacy position** based on the outcomes of the workshop and circulate to participants, and those who could not attend for feedback and input.
- » Hold detailed sessions with **government departments** to present outcomes of the workshop and seek additional technical input. Capture and circulate to stakeholders.
- » Hold a **community consultation** campaign around the precincts vision and mission.
- » Hold a **follow up session** to present and seek feedback on the latest draft Place based Plan and PSP.
- » Consider holding smaller one-off sessions around resolving **specific issues**, such as the education precinct and integrated water management with impacted stakeholders only. Present tested, 'almost there' options for critique.
- » Similarly, consider holding **separate north, central and south sessions** across impacted stakeholders to develop integrated design solutions.

C-2 Recommendations for other PSP processes

- » Share more **contextual information** about work done to date prior to the workshop to ensure all participants are starting from the same knowledge point. Consider a one-two page context paper that summarises the larger strategic context report.
- » Consider a more structured process with a series of **technical sessions** led by issue owning Government agencies and independent technical advisors. Such as a transport planning session involving a range of transport engineers, experts and advisors.
- » Include a **field trip** to provide additional context to planning ideas and foster in place, out of the box planning solutions.
- » Consider a **central design team** collating information and designing options in real time. Including VPAs GIS analysts and urban designers.
- » Consider an **innovation** session that focuses specifically on innovative solutions to known issues. Invite leading technical and innovation experts to be part of this process.
- » Include community members or representatives to ensure **community views** are canvassed and included in the planning.
- » Consider holding the two days with a week or two between to allow participants more time to consider the outcomes of day one and test some of the solutions before day two. **Separating** the two sessions may also aid in allowing more people to participate and engage the right technical experts at the right time. A week/s break would also allow the VPA and council design team more time to test and refine planning options for critique on day two. If possible, answers could also be sought on intractable issues from other government departments in that time.
- » Consider a **structure** that includes a central design team (of two to four designers), a representative decision-making team (of four to six representatives) and a wider consultation team (all remaining participants) with roles and responsibilities allocated appropriately. Sessions could be structured around consulting around issues and ideas, designing solutions for presentation to and ultimate decision making.



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