

Part 9 Implementation

Implementation of the *Central Coburg 2020 Structure Plan* will require a multilateral approach led by Council with cooperation and shared responsibility with State Government, the private sector, and the community.

Volume 3 will provide a detailed implementation plan. This detailed implementation plan will set out the actions to be undertaken, the

Planning scheme amendment

The preparation of an amendment to the *Moreland Planning Scheme* will enable the objectives of the structure plan to be realised when considering applications for land use and development within the centre. This is likely to consist of changes to the *Moreland Municipal Strategic Statement*, the introduction of a



responsible Council department or agency for delivery, the mechanism and likely cost, time lines, and level of importance of each action.

It is important to note that the implementation of the structure plan is already under way in the Coburg Activity Centre. A number of the actions outlined in the *Central Coburg 2020 Vision* have been implemented. This includes the painting of the decorative light poles in Sydney Road, preparation of a business plan with the Coburg Traders Association, and the extension of Victoria Mall.

Local Planning Policy for the Coburg Activity Centre, the rezoning of land to zones that will assist the achievement of the structure plan, and new overlays to ensure the desired built form and public links. It is likely that a combination of these instruments will be needed to implement the structure plan.

Further work to refine the requirements of the *Moreland Planning Scheme* will be undertaken in the form of a Parking Precinct Plan and Developer Contributions Plan and will result in further changes to the scheme.

Council

Moreland City Council will play a pivotal role in the implementation of the structure plan. Council's role will be to coordinate and facilitate the delivery of key projects and strategies, promote and enforce the achievement of objectives, and play an advocacy role in promoting the structure plan and seeking support and funding from other parties. Recognising that the implementation will require an integrated approach from Council, a place manager will be appointed to lead this implementation.

While the place manager will be able to play a strong role in the coordination and delivery of the plan, it will take a concerted effort from across all Council departments to see tangible improvements and achieve the vision for Coburg. Hence a Central Coburg 2020 Implementation Taskforce will be set up. This cross-Council group will meet monthly to:

- provide guidance for the place manager's work program
- determine the structure plan actions to be addressed each year and ensure these are fed into the Council Plan, branch work plans and Council's budget cycle
- report back on specific projects within branches with implications for CC2020
- ensure cross-Council ownership of the project.

The Director City Development will chair the taskforce.

Place manager

The appointment of a place manager for Central Coburg will enable Council to take a proactive role in the implementation of the structure plan. This will ensure that the efforts of Council and the community in the development of the structure plan do not result in it 'sitting on a shelf'. In relation to development opportunities, a place manager will enable Council to steer development within the centre, rather than be reactive. In developing the approach of facilitating and managing change within the centre, a clear signal will be sent to the organisation and other stakeholders that achieving the outcomes of the structure plan is very important and warrants attention.

Roles and responsibilities of the place manager will include:

- developing and coordinating an implementation plan
- liaising with appropriate Council areas to deliver key actions
- coordinating the feasibility and delivery of catalyst projects to advance the urban change process
- attracting and coordinating funding and investment from a variety of sources
- providing a point of call for developers and potential investors in the activity centre
- making things happen.



State Government

State Government departments and agencies will need to play a key role in implementing the identified actions. This is particularly so where actions are capital intensive (very expensive), or outside the control of Council (e.g. on a VicRoads-controlled road). Council will play an advocacy role to develop long-term partnerships for the delivery of these projects. Like Council, the delivery of *Melbourne 2030's* goals for activity centres will require a range of government departments to coordinate appropriate delivery of projects at appropriate times. Key actors will include the Department of Sustainability and Environment, Department of Infrastructure, and the Department of Human Services, and agencies such as VicRoads, VicTrack and Melbourne Water will be needed to ensure the structure plan is a success.

Community

The community of Coburg includes, citizens, traders, businesses, employees, and the broader Moreland community. It also includes those with an interest in land now and in the future. The successful implementation of the structure plan will rely on strong community ownership and support for the plan. This will require continuous and genuine engagement with the

community over the life of the structure plan. The plan needs to be flexible enough to ensure that it is able to adapt to the changing aspirations of the community. Existing owners and traders will need to be on board with the plan and provide support for the plan, which may take the form of site consolidation or sale, changing use of buildings, capital works associated with urban improvements, relocation within the centre to improve the business mix, in order to realise the intent of the structure plan.

Funding the structure plan

Ensuring the implementation of the structure plan will require appropriate financial resources. For actions for which Council is responsible, the delivery of the structure plan will place additional strain on the existing Council budget. Council will therefore need to look to a range of other sources of funding. In addition, approaches not previously undertaken by Council will need to be considered.

A range of mechanisms will need to be explored in delivering the structure plan, including:

- State Government funding sources such as *Melbourne 2030* funding and library funding
- Federal Government funding sources such as Black Spot

Roads funding

- developer contributions, following the development of a development contributions plan
- cash in lieu schemes to fund parking facilities
- special charge schemes for marketing and capital works
- public-private partnerships and joint ventures with the private market on Council-owned land.

Catalyst projects

Changing perceptions of Central Coburg as a desirable place to live and ultimately encouraging developers into the centre, will be a key challenge for the structure plan. This will require Council taking a lead role in the delivery of a number of key projects aimed at changing these perceptions and acting as a catalyst for further growth.

Two projects have been identified as critical to achieving this in the shorter-term range of the project: the Information and Learning Hub and the Coburg Transport Interchange. These projects have also been identified for their ability to achieve a range of social, environmental, cultural and economic objectives. Council will need to work in partnership with the State Government to achieve these projects over the coming years. These will be priority projects.

Monitoring and review

The successful implementation of the structure plan will depend on how effectively the actions within it are able to be implemented. To enable Council and the community to measure this success, it will be essential to develop a series of targets and indicators. In conjunction with the consultation process for the structure plan, a monitoring and review system will be developed, against which the success of the plan can be measured. When developing performance indicators it will be important to ensure that they:

- measure progress against an agreed set of indicators
- result from the collection and analysis of valid and reliable data (that is readily available)
- motivate change
- focus action on critical issues.

The monitoring and review system will need to take a triple-bottom line approach to achieving a sustainable future for the centre, through a range of environmental, social and economic indicators.

The program for monitoring and reviewing the structure plan will involve the annual monitoring of the success of the implementation of the structure plan and a review of the plan every five years.

Glossary of terms

Accessible housing – housing designed to provide for the needs of all without requiring adaptation or specialised design.

Active/inactive frontages – street frontages where an active visual engagement occurs between people in the street and those on the ground floors of buildings. This quality is assisted where the front facade of buildings, including the main entrance, face and open towards the street.

Adaptable housing – housing that is visitable although not initially fully accessible but can be made fully accessible should the need arise. This relates to structural or design features that are difficult to change later.

Affordable housing – Housing which can be purchased by 30 per cent or less of the average household's income.

AHD – Australian Height Datum

Coburg Activity Centre – The area defined for the development of the *Central Coburg 2020 Structure Plan*, it encompasses 42.5 hectares within the suburb of Coburg and is based around the Coburg town centre and the tram corridor along Sydney Road (see Map P.1 in Preface).

Coburg Shopping Centre – the area covered by the Coburg Special Marketing Charge generally extending along Sydney Road from Bell Street to Sheffield Street.

Civic pride – the implementation of design of building and open spaces that eliminates opportunities for graffiti or bill posters and maximises access for street cleaning programs.

Community Hub – an area or facility in which complementary community services are provided.

Core of the activity centre – the area of the activity centre which comprises the retail focus, and where the greatest level of change and intensification of built form is encouraged. The extent of the core is delineated on Map 1.2 Strategic Framework Plan.

Environmentally sustainable development (ESD) – 'development that improves the total quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends.' (Australian Government, 1992).

Source: Australian Government 1992, 'National Strategy for Ecologically Sustainable Development', prepared by the Ecologically Sustainable Development Steering Committee, endorsed by the Council of Australian Governments, December, 1992, ISBN 0 644 27253 8.

Heating, ventilation and air conditioning (HVAC) – any mechanical system that is used to heat, ventilate or cool a building.

Heritage place – a place acknowledged under the Victorian Heritage Register or the Moreland Planning Scheme for its cultural significance. Cultural significance means aesthetic, historic, scientific, social or spiritual value for past, present or future generations. Place is site, area, land, landscape, building or other work, group of buildings or other works, and may include components, contents, spaces and views.

House Energy Rating Scheme (HERS) – a national scheme under which residential dwellings can be rated for their thermal performance. FirstRate, NatHERS and BERS are all tools accredited under the HERS.

Human scale – The proportional relationship of the physical environment to human dimensions, acceptable to public perception and comprehension in terms of the size, height, bulk, and/or massing of buildings or other features of the built environment.

Intermodal – activities between different modes of transport.

Landmark – an external reference point, usually a simply defined physical object.

Source: Lynch 1993, *The Image of The City*, The MIT Press, Mass.

MITIS – Moreland Integrated Transport Strategy

MOSS – Moreland Open Space Strategy

NATSEM – National Centre for Social and Economic Modelling. NATSEM is a research centre associated with the University of Canberra that undertakes research and analysis specialising in the use of micro-data and micro-simulation modelling to address ongoing and emerging research agendas and client demand and contribute to and enhance social, economic and business decision making.

Noise sensitive uses – uses nested under the definition of accommodation in the *Moreland Planning Scheme*.

Planning scheme – unless otherwise noted, references to the ‘planning scheme’ are the *Moreland Planning Scheme*.

SEIFA – Socio-Economic Indexes for Areas prepared by the Australian Bureau of Statistics.

Sustainability – development which meets the needs of current generations without compromising the ability of future generations to meet their own needs

Sustainable Design Scorecard (SDS) Non-residential – Moreland City Council and the City of Port Phillip’s on-line scorecard for evaluating the sustainability of non-residential buildings.

Sustainable Tools for Environmental Performance Strategy (STEPS) – Moreland City Council’s on-line sustainable design assessment tool. STEPS measures the impact of residential building design on greenhouse gas emissions, peak cooling demand, water consumption, stormwater run-off and material use.

Towards zero waste – State Government Strategy aimed at reducing waste including municipal, commercial and industrial, and construction and demolition.

Transit-oriented development – development that is well serviced by public transport or shaped around a transport hub.

Visitable housing – housing that can allow all people to enter a home, navigate through the ground or entry level and to a bathroom suitable for universal use. It should include a suitable bedroom on the ground or entry level.

Waste minimisation – the implementation of integrated facilities to encourage separation of garbage, recyclable and organic waste, bin storage and safe collection points into the design of the development.

Water sensitive urban design (WSUD) – the implementation of integrated water management through recycling, water quality, stormwater run-off, drinking water, sewerage treatment into urban design and development.

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